Unit Leadership Development Program (ULDP)

Coach Manual

Created by: LDC (lpd)
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Unit Leadership Development Program Coach's Manual

http://learning.uscg.mil/uldp/

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Director
Leadership Development Center
U. S. Coast Guard Academy
37 Mohegan Avenue
New London, CT 06320-8106

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ULDP Coaches,

Thank you for volunteering as ULDP Coaches for our newly designed program. Your role is important in the mission of developing future leaders. As ULDP Coaches, your guidance will influence and inspire units and individuals to continually develop for tomorrow's needs.

The combination of using high technology with personal relationships serves as an example of providing an integrated learning experience. The model promotes self-responsibility while providing excellent resources to meet the changing needs of our Coast Guard members, both military and civilian.

The Coaches of the ULDP program are highly motivated, dedicated experts who serve as role models for developing leaders. Your role provides a valuable service to this dynamic program. I welcome your suggestions and good news about this new, cutting-edge leadership development program and your role as a Coach.

Sincerely,

R. Desh
Captain, U. S. Coast Guard

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NAVIGATING THE MANUAL

Throughout the Manual document, there are hyperlinks inserted to ease navigation. Clicking on these links will bring you to another page of the document. In order to return to your original page, you need to use the navigation arrows that are displayed in a "web" toolbar. To activate the web toolbar:

1. *Go to **View** on the main menu bar.*
2. *Click on the **Toolbars** item.*
3. *Another menu of toolbars will appear.*
4. *Be sure to check **"Web**". This will result in a web toolbar, displayed under your standard bar. Here is an example of a web toolbar (Appendix O). Note the navigation arrows in the left corner.*

Learning Tip: The essential and required skills that a ULDP Coach needs are explained in Chapter 3, C*ritical Knowledge and Skills for ULDP Coaches.*

Coaching Skills:

Coaches need to have four critical skills:

1. Ability to navigate through the **ULDP application**
2. How to **register as a POC** and navigate the Dashboard
3. Understanding of how to **interpret the ULDP assessment**
4. Ability to assist the unit in **identifying the appropriate ULDP training and non-training solutions and resources**

CHAPTER 1: The Unit Leadership Development Program (ULDP)

The ULDP provides a list of various solutions and resources segmented by the Coast Guard's Approved Leadership Competencies (Appendix A). Some of these Resources are traditional training solutions, such as a lesson plan for a short training session or a lesson plan to accompany a book or video, and other non-training solutions to address issues that cannot be solved solely by training. The Menu of Solutions is available for all members of the unit to review and download (Appendix B). Click here for the ULDP_Overview and Human_Performance_Technology slides (Appendix C). A flow chart on how to best utilize the ULDP and incorporate a Point of Contact at your unit is provided in the POC_Flowchart (Appendix E). The ULDP program is unique in the way leadership training is implemented in that it provides access to a coach, who is a certified expert in the ULDP. For further details and information on how to be a certified coach, see the **ULDP Coach Certification Application Package.**

Mission and Purpose:

The purpose of the ULDP is to provide a comprehensive leadership development program that provides tools to improve leadership, followership, and unit readiness.

The ULDP serves four primary purposes:

1. It reinforces the Coast Guards Leadership Competencies.
2. It promotes a culture that is receptive to the proven leadership principles and practices learned in cg courses (e.g., leadership and management school, CPO academy, CWO professional development, Senior Leadership Principles and Skills) and Coast Guard approved courses (New Leader, Aspiring Leaders, Executive Potential Program, 7-Habits of Highly Effective People).
3. It improves leadership and followership skills at the workgroup and the command level.
4. It becomes the focal point for unit-based leadership development. It consolidates tools, training, techniques, and proven practices under one organized banner. It includes, but is not limited to, a complete set of tools to assist units with implementing the individual development plan (IDP) (including the first unit board), commandants reading list and associated lesson plans, resident and non-resident leadership training (free and for fee), and the CG mentoring program.

CHAPTER 2: The ULDP Coach

Coach's Overview:

The ULDP Coach is an important element of the ULDP. While the use of a Coach is not required for a unit to participate in the ULDP, it is highly encouraged. Using a Coach provides an opportunity for the unit to:

- Combine the high-tech aspects of the ULDP program with a high-touch component
- The ULDP is user-friendly, however, if a unit has questions once the program begins, they may find it beneficial to have a Coach to assist the unit's efforts to integrate the ULDP into their leadership program
- A ULDP Coach will be able to provide guidance in interpreting assessments and choosing among available training and non-training leadership resources
- A Coach can provide units an opportunity to receive outside and objective feedback on their leadership efforts

Roles and Responsibilities of the Coach:

The ULDP Coach, first and foremost, will serve as the "eyes and ears" of the ULDP. It is critical for Coaches to stay in touch with the units using the ULDP to provide guidance and assistance and to obtain feedback and comments on the usefulness and effectiveness of the ULDP. Coaches should always guide units to the feedback tools provided on the ULDP homepage and the "Rate It!" function for each of the resources, but if additional input is provided by the unit to the ULDP Coach, he or she should provide the pertinent feedback to the ULDP Coach Manager at the Leadership Development Center (LDC).

A ULDP Coach should be able to provide a level of expertise and guidance on the ULDP application. The Coach should stay well versed in both the basic technical aspects of the website and the many leadership solutions and resources available. Staying up-to-date with the ULDP is crucial to the effectiveness of the Coach.

CHAPTER 2: The ULDP Coach (Cont.)

Coaches for the ULDP work with a unit's Point of Contact (POC) and Command Cadre to navigate the ULDP website, assess the current Leadership Development Program at the unit, assist the unit in selecting appropriate solutions, resources, and Proven Practices, and help to implement an action plan (to include training plans, use of proven practices, and identification of better ways of conducting business). To obtain a view of the recommended process, please refer to POC_Flowchart (Appendix E).

Follow-up Procedures:

Once a unit contacts a Coach and begins to work with him/her, there is an obligation on the part of the Coach to follow up with the unit on their ULDP efforts. Follow-up could be as simple as an e-mail or a phone call asking how progress is going and if further assistance is needed. The ULDP encourages units to provide feedback on the ULDP homepage in the feedback module. If units have specific items they would like to comment on or critique, they can do that through the ULDP Content Manager and the Coach should provide assistance in pointing the unit to the ULDP Content_Manager.

Coach Coordinator:

Each District/Region will have one primary person assigned as Coach Coordinator. This person will be noted on the ULDP website and serve as the "dispatcher" for the Coaches within his or her region. The reason for this position is as follows:

- To reduce confusion and extra steps for units wishing to contact a Coach
- To allow for some distribution of the coaching workload
- To assign the most appropriate Coach based on the unit's needs
- To provide some continuity and consistency as the ULDP is being implemented

To act as an initial contact for potential coaches, the Coach Coordinator interviews applicants after approval from their supervisors. If approved after the interview, the Coach Coordinator forwards the application to the Certification Manager at the Leadership Development Center (LDC).

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches

Coaching Skills:

Coaches need to have four critical skills:

1. Ability to navigate through the **ULDP application**
2. How to **register as a POC** and navigate the Dashboard
3. Understanding of how to **interpret the ULDP assessment**
4. Ability to assist the unit in **identifying the appropriate ULDP training and non-training solutions and resources**

1. ULDP Navigation:

It is important for the ULDP Coach to have a basic understanding of how the website is set up, a general knowledge of what is available on the ULDP, and the ability to perform basic navigation within the ULDP. These skills are the primary skills required of a Coach. Part of the requirements for earning certification as a Coach will be to demonstrate the ability to navigate the site and show some familiarity with the various parts within the ULDP. Coaches need to be comfortable guiding a unit POC through the ULDP and the basic start up procedures. Included in the "ULDP Navigation" skill is the ability to perform some basic troubleshooting.

- An example of a troubleshooting skill is to be able to guide a POC through the steps to capture a "Print Screen" image of an "Error" page and paste the image in an e-mail. This Print Screen image of the Error Page is then sent via e-mail to the help desk for technical support. See example of Print_Screen (Appendix F).

  Steps to perform the "Print Screen" function on an Error Page:

  1. Hold down the Control key and Print Screen key at the same time.
  2. Open a new e-mail message. Right click and select Paste function. The Error Page will be copied and pasted in the e-mail message.

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches (Cont.)

- No more than an operator's knowledge and a willingness to share are required for this level of troubleshooting. A good Coach knows when and who to ask for help, so Coaches will have access to a list of contact information, including technical assistance. Information about assistance can be found here: Help_Desk_and_Contacts (Appendix N).

2. How to Register as a POC and Navigate the Dashboard:

a. Access the ULDP website http://learning.uscg.mil/uldp
b. Click "Click here to register as POC" (you'll see a green button on the left side of the screen)
c. Provide any or all of the three "search" items.
(1) For example: If I just want to see Virginia CG units, I would choose to type in "V" in the STATE area until "VA" is listed and then click search.
(2) If I wanted to reduce the number of replies to my "VA" search, I might type in "tracen" in the "Unit Name" area as well and click "Search" again.
d. Look through the list. You will find a close match to your unit (if not exact). Click that unit under the DEPT area.
e. You'll come to a screen that asks, "Is this your unit?" It will also list the Workgroups already created if there are any. Click "Yes".
f. You'll see a screen that states, "Type your email address below and click submit. Your email address will be your logon to access the ULP Dashboard." In the box, type your complete email address (e.g., jgarcia@comdt.uscg.mil) and click "Submit".
f. You'll see a confirmation area. Click "Submit".
g. You will automatically be registered as POC, and you will receive an email confirming your POC registration within a few minutes. The email will also give you a password. Your email address and that password will grant you access to the ULDP DASHBOARD.

Please see visual aids for the POC_Registration process (Appendix T). One can also review the POC process in Appendix E, POC_Flowchart. Please refer to the document, "Registering as a POC" on the ULDP homepage for descriptions of all steps
http://learning.uscg.mil/uldp/ulpresources/RegisteringPOC.doc

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches (Cont.)

3. How to Interpret the ULDP Assessment:

- This Assessment is unique in that it measures the perception of the unit's strengths and weaknesses in terms of the Coast Guard Leadership Competencies. The ULDP Development Team reviewed all of the current surveys in use by the Coast Guard and determined that none specifically linked to the Leadership Competencies; because of this, the ULDP Team created the ULDP Crew Assessment. It should be stressed that the Assessment is merely an entrée in the Menu of Resources; it provides a starting point from which the unit can begin to develop an action plan for leadership development. Click here to see an example of the Assessment_Results (Appendix H). Coaches may review the ULDP Assessment_Questions from the ULDP homepage (Appendix Q).

- The Assessment questions were selected to specifically assess 19 of the Coast Guard's Leadership Competencies. Current surveys already implemented throughout the Coast Guard (Crew Survey, Are We Making Progress, and OAS) were reviewed to identify questions that were linked to the Leadership Competencies. Additional questions were developed for the ULDP Assessment for Leadership Competencies without overlap with the current surveys. Over 40 experts were asked to compare ULDP Assessment items directly to Competency definitions. This data was compiled to calculate the item weights that tie each question to one or more competencies (e.g. "I know who my important customers are." is 50% of the Customer Service competency and the other 50% is pulled from two other questions to provide 100% of the information provided on the Assessment Results page).

- The results are color-coded: Green indicates skills are developed, Yellow indicates potential areas for improvement, and Red indicates there is a significant gap that requires attention.
  It is important for a Coach to understand how to properly read Assessment results in order to assist the unit in identifying a solution that has a likelihood of generating the desired outcome. Although use of the Assessment is not required to begin using the ULDP, it is a reliable and easy-to-use option that can provide the unit a good starting point.

  Interpreting the Assessment Results:

  This is the interpretation of the upper limits of when a score changes color: **Red= 1 to 2.54; Yellow=2.55 to 3.66; Green=3.67 to 5.**

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches (Cont.)

The Assessment may also be used by units looking to self-assess on a regular basis (6-9 months) to identify opportunities to train and develop leaders. If a unit commander already knows where the unit's ULDP efforts should be focused, the unit has the option of bypassing the Assessment and simply developing an action plan and selecting training or non-training resources to implement at the unit. For additional assessment tools, see a list that the Coast Guard provides at: Surveys.

4. How to Identify ULDP Training and Non-Training Solutions:

The ULDP includes training solutions in the form of leadership publications, videos, lesson plans, and team exercises. Non-training solutions typically involve proven practices developed and implemented by units throughout the service.

It is important for Coaches to be able to assist the units they are coaching in identifying a performance gap and the root causes that may have contributed to the gap. Then the Coach can assist the unit in the identification of an appropriate intervention to address the root cause and close the performance gap.

What is a non-training solution? Non-training solutions are designed or selected to assist the units in addressing performance problems that cannot be solved solely by the use of a training resource. Some examples include: changes to the way daily business is conducted, providing appropriate guidance and feedback, incorporating incentives into the workplace, providing self-directed study resources, providing the right tools to do the job, implementing "proven practices", or ensuring the proper guidance is provided to execute the job. Some of the non-training solutions that can be implemented can be found via the Proven_Practices (Appendix I) link in the ULDP homepage. The Human_Performance_Technology (Appendix C) presentation deals with addressing issues through means other than training solutions.

Coaches must be very familiar with the menu of solutions and resources listed on the ULDP website. Review the list of resources, open the links, study, and evaluate them. Knowledge of the resources is vital in order for coaches to assist units in troubleshooting their performance. The better coaches know the resources, the better they will be able to direct units to the correct set of resources to address their issues.

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches (Cont.)

In addition to the four basic required skills, other skills that will assist Coaches in their roles are:

Familiarity with leading groups and interacting with unit POCs and COs would be beneficial. The LDC presents a Team Leader/Facilitator class that teaches many of the skills that would be helpful to a ULDP Coach: http://www.cga.edu/ldc/ldc.htm.

- As a Coach, it would be helpful to have some understanding of marketing techniques and overcoming resistance. Coaches may be in the situation of having to sell the rationale of using the ULDP or the value of the Coach. Examples of supporting rationales are: making others aware that the ULDP is convenient and can be utilized almost anytime and anywhere (even underway and from home), it is easy to navigate, it provides a roadmap for leadership training, and it is designed to ensure the unit optimizes their limited time available to train and prepare.

- Conflict resolution is another useful skill. A Coach might want to be familiar with the theories and styles of conflict resolution and be skilled in obtaining collaborative resolutions. The ULDP has a section devoted to Conflict Resolution.

- Coaches should also have effective communication skills to include: listening, the ability to state thoughts clearly, responding to feedback positively and constructively, expressing interest and energy, demonstrating respect, and presenting a pleasant attitude.

- A review of valuable communication points to keep in mind while coaching can be reviewed in the Communication_Job_Aid (Appendix G).

Knowing when and who to ask for help is a positive attribute for a Coach. A contact list of Coaches may be found here at the ULDP homepage: http://learning.uscg.mil/uldp/.

Copyrights:

A word about copyrights and the proper use of posting materials and links within the Intranet and Internet:

CHAPTER 3: Critical Knowledge and Skills for ULDP Coaches (Cont.)

The Commandant has a directive that stipulates the regulations concerning posting material on CG Intranet and Internet. These instructions include the limits with regards to links as well. Please review the **CI-5230 at: http://www.uscg.mil/ccs/cit/cim/directives/ci/ci%5F5230%5F55a.pdf.** You need to be aware of the U.S. Copyright Law and the specification of the "fair use" doctrine. This is especially important for resources involving multimedia, movies, and sound recordings. You can review information about the law at: **http://www.copyright.gov/fls/fl102.html**

Workgroups:

Assessments are generated under, and are attached to workgroups. So a workgroup must be created prior to generating an assessment.

A workgroup is a POC defined element of a unit, and may be any element of a unit. Any OPFAC level unit (top level) can contain workgroups. Workgroups can represent:

- An entire unit (whole unit)
- A division, branch, or shop.

Workgroups were created to alleviate confusion, and extend the ability of the POC to define elements for units that had inconsistently constrained definitions of departments. It is up to the POC to use workgroups effectively as an organization tool. Workgroups can have multiple persons assigned as POC, and a POC can run multiple workgroups.

Change in Status or Information:

Whenever any of the following actions occur, please email your district Coach Coordinator and the ULDP Coach Manager at CGA-PF-uldpcoaches@uscg.mil to report updates about your profile information:

- Transfer/PCS
- Intention to remain a coach (or resign)
- District change

CHAPTER 4: ULDP Coach Certification Process

Coach Qualities:

Coaches need to be self-starters, self-motivated, and dedicated to the Coast Guard. Coaches should have a broad understanding of leadership principles and an in-depth understanding of the Coast Guard and our various missions. Ideally, Coaches are enlisted members E-7 to E-9, Chief Warrant Officers, Civilian employees GS-9 and above, Commissioned Officers 0-3 and above, and selected Auxiliarists.

Additionally, Coaches must be graduates of a Coast Guard Leadership School. A listing of leadership courses can be reviewed at: http://www.uscg.mil/hq/g-w/g-wt/g-wtl/training/index.htm.

Coaches are responsible for ethical conduct and exercising discretion in regards to confidential matters. To assure confidentiality and to maintain a unit's trust, proven practices and results of assessments and leadership development initiatives should not be shared unless the unit grants permission.

Note: There are very clear organizational links between positions within the ULDP. Coaches are not alone and have the ability to tap into a wide range of experience and career specialties. Review the organizational links depicted in the ULDP_Relationship_Chart (Appendix D).

Application Process to Become a Coach:

Those who are interested in becoming a Certified Coach may click here for the Coach_Certification_Process (Appendix J).

In addition to the experience and job considerations, a Coach must have completed one or more of the following leadership schools:

- Leadership and Management School (LAMS)
- Quality Performance Consultant (QPC) Course
- Senior Leadership, Principles, and Skills (SLPS)
- Chief Petty Officer Academy (CPOA)
- Commandants Quality Award (CQA) Examiner Course/Participator
- Team Leader Facilitator Course (TLFAC)
- Aux LAMS
- Aux Senior Officer

CHAPTER 5: ULDP Coach Resources and Associated Tasks

Coach Networking:

It is only fitting that a high-tech, Internet-based leadership program has web-based resources for Coaches. A ULDP Coach's block will be included on CG Central for Coaches to exchange ULDP tips, proven practices, and possibly unit activity and scheduling. Also available is the capability for live chat. CG Central has this ability built in and is something that we encourage the Coaches and the ULDP Staff to develop over time. All Coaches have access to a sortable list of Coaches throughout the CG, so (as needs dictate) members can find someone with a certain specialty or certification by District. The ULDP has many resources available, but Coaches are not limited by these sources. Using the Internet, Coaches can inform each other about other opportunities available either in the government or the public/commercial sector. The ULDP website has many links to leadership information from other organizations; please review External Leadership Links on the ULDP homepage. Additionally, Coaches may obtain guidance from the Coach Coordinators.

Coach's Log:

The LDC has developed a Coach's Log, which will be used to track Coach activity and aid in scheduling. It is critically important for Coaches to log the amount of time spent serving as a Coach for the ULDP. Since this job is a collateral duty for all, we ask that coaches keep an accurate accounting of their time so we can justify and support resource use in the future. **Click here for a copy of the Coach Log** (Appendix L), which will be submitted electronically to the ULDP Coach Coordinator monthly (initially). The Coach Log is available on the ULDP homepage.

Continuous Improvement:

Since the ULDP is an LDC-administered program, the LDC will be responsible for accepting feedback and performing regular improvement reviews, thus creating internal cycles of improvement.

In order for the program to mature and evolve, feedback from the Coaches will be critical. Coaches need to encourage feedback from their units and provide feedback to the ULDP Coach Manager at the LDC. Also, as coaches identify new resources, they should provide that information to the ULDP Content Manager.

CHAPTER 5: ULDP Coach Resources and Associated Tasks (Cont.)

Submitting Suggestions:

The feedback tool on the ULDP homepage provides a drop-down list of categories. There are several categories of suggestions that coaches can select from in order to submit a resource, proven practice, or an idea to enhance the ULDP. E-mail the Content Manager with your solution at: CGA-PF-uldpcontent@uscg.mil by using the form in Appendix O, the Menu_of_Solutions_Template_Form via the ULDP homepage: http://learning.uscg.mil/Perseus/groups/NLON/publish/1ff540a6.htm.

CG Central ULDP Coaches Microsite:

As a means of facilitating communication amongst the ULDP Coaches throughout the Coast Guard, a microsite has been established on CG Central (URL: http://cgcentral.uscg.mil). This site enables participants to share thoughts and documents related to their role as a ULDP Coach. As issues emerge, the microsite will serve as a repository of information regarding different viewpoints on the issue. The microsite will also be the repository of the most up-to-date documents related to the ULDP. These include the Coach's Manual, PowerPoint shows, and other related documents.

The owner of the ULDP Coaches microsite will be the ULDP Coach Manager. This person will provide oversight to the contents of the site and the list of participants. Other members of the LDC staff will also have ownership privileges to the microsite so that it can be maintained in the LDC ULDP Coach Manager's absence.

As people become certified as ULDP Coaches, they will be added as participants in the Coaches microsite by the ULDP Coach Manager or a designated member of the LDC Staff. They will receive an e-mail informing them that they are a Certified Coach and extending an invitation to participate in the microsite discussions. Click here to learn how to access the ULDP_Microsite from Coast Guard Central.

CHAPTER 6: FAQs

This section consists of actual ULDP questions that have been posed by units and potential Coaches.

1. Why another Assessment/Survey?

The OAS, Crew 11, and other surveys are not directly linked to the Leadership Competencies, which form the foundation of the ULDP. The assessment is approximately 10 minutes long and when 50% of the unit completes the assessment, the results are distributed directly to your Unit POC for command review and action.

2. How can we do this underway if it's Internet-based?

Multiple WHECs and WMECs accessed the ULDP and completed the assessment while underway. Units that don't have Internet connectivity underway may complete the assessment portion in port, download the training items prior to departing, and conduct training underway.

3. Why do I need a ULDP Coach?

You may not, but the Coach is a certified expert in the ULDP and can help you and your Unit POC navigate your way through the ULDP. The Coach will also be able to answer questions about the resources, how the assessment results are generated, and why they are presented the way they are.

4. Do I have to use the ULDP Coach?

No, its up to you, but you will probably want to at least touch base with a Coach to get started. Your Unit POC is a good person to liaison with the Coach.

5. Will other people (e.g. My Boss) see my unit's assessment data?

No! It's your data to share as you wish.

6. I have too much other stuff on my plate – what drops off?

Vice Admiral Allen made a comment when he saw the ULDP presentation. He stated, "This is a great way to 'pay it forward'. We'll be investing time upfront in our people that we'll see returns on over time." Yes, we all have 10 lbs. for a 5 lb. sack, but if we invest time in IDPs and leadership development, the ULDP will produce positive returns as we develop better followers, leaders, and members who see that the command is committed to making life better at the unit.

Chapter 6: FAQs (cont)

7. How do I contact personnel for help and feedback?

First you should contact personnel about the ULDP by using the "Contact Us/Feedback" tool on the homepage. Select an appropriate category: Feedback, Help, or Suggestion. If needed, you can contact the following personnel directly:

CONTENT MGR:	**CGA-PF-uldpcontent@uscg.mil**
APPLICATION MGR:	**CGA-PF-uldphelpdesk@uscg.mil**
COACH MGR:	**CGA-PF-uldpcoaches@uscg.mil**
COACH MGR FAX:	**860-701-6811**
COACH CERTIFICATION MGR:	**CGA-PF-uldpcertifiationmgr@uscg.mil**

8. How do I submit a recommendation to add to the ULDP list of resources and solutions?

Please use the ULDP "Contact Us/Feedback" tool on the ULDP homepage. You can select from several categories of suggestions such as resources, best practices, and enhancing the ULDP. To submit a formal, detailed solution, please fill out the Menu_of_Solutions_Template_Form (Appendix O) and send to Content Manager. Access the Solutions Menu template and submit via the ULDP homepage.

See Appendix U, p.73, for more ULDP FAQs (these are posted on the ULDP homepage).

CHAPTER 7: GLOSSARY

Assessment: Often synonymous with test or survey. Used to identify gaps, strengths, and command climate. Assessment tools have limits and need to be interpreted relative to context. Click here for an example of Assessment_Results (Appendix I).

Action Plan: In ULDP terms, an Action Plan is a systematic approach to developing a leadership program at the unit level that addresses the training and non-training needs of the men and women stationed at the unit. A great tool to assist the member in developing an Action Plan is the ULDP Assessment augmented by results from the Organizational Assessment Survey (if available). The Action Plan should ensure it address all parts of the leadership development program including, but not limited to, formal leadership training, implementation of IDPs, all-hands training, leadership reading, and an effective "welcome on board" program. Action Plans are a step above a training plan. In addition to providing leadership training through traditional means, they also consider the impact of the environment on leadership.

Browser: Internet Explorer (or Netscape) application used to open Windows on the Internet and Intranet.

Coach: A liaison guide for the unit to help direct appropriate solutions. The Coach has links to the Coach Coordinator, POC, and LDC.

Coach Coordinator: The Coach Coordinator is a link to the POC, Coach, and LDC.

Confidentiality: Units and individuals need to be assured of privacy. Results from assessments, documents, and information exchanged via phone, e-mail, or from other contact with a Coach should not be shared. The trust a unit or individual has of the Coach should be honored.

HTML: A file format that Windows opens a little faster than documents saved in Word.

Intranet: Access to unit station or Coast Guard networking systems.

Internet: World Wide Web, accessed by home users as well as from workstations.

CHAPTER 7: GLOSSARY (cont)

LDC and LPD: Leadership Development Center and Leadership Program Development branch.

Multimedia: These refer to learning tools that include films, CDs, DVDs, and interactive software modules online.

PDF: Files that are opened or saved using Adobe Acrobat program.

POC: The identified person charged at the unit level who coordinates training. The POC can contact the Coach Coordinator and Coach to help guide a unit in selecting appropriate solutions.

Proven Practices: This is a tab on the ULDP website that offers ideas and lessons learned from other units to share what works.

ULDP: Unit Leadership Development Program that provides a comprehensive leadership development program that provides tools to improve leadership, followership, and unit readiness for active duty, reservists and civilian personnel.

Referral: A referral can be from a Coach or unit to any individual who has personal issues that need to be addressed by specific agencies or experts. Examples include personal financial planning, health-related counseling, and family issues.

Reliability: Evidence that something, such as a test, has consistency. A test is reliable when different test administrators and examinees have a consistent response with test items.

Training and Non-Training Solutions: Training solutions involve classroom training and other structured activities that units and individuals engage in. Non-training solutions include exploring proven practices, policies, and self-directed training activities.

Validity: A test is valid when it measures what it purports to measure accurately and with statistical confidence.

Workgroup: A workgroup is a POC defined element of a unit, and may be any element of a unit. Any OPFAC level unit (top level) can contain workgroups. Workgroups can represent:an entire unit (whole unit) or a division, branch, or shop.

APPENDIX A

U. S. COAST GUARD
LEADERSHIP COMPETENCIES

Leadership competencies are the knowledge, skills and expertise the Coast Guard expects of its leaders. While there is some overlap in these competencies, they generally fall within four broad categories: SELF, OTHERS, PERFORMANCE and CHANGE, and the COAST GUARD. Together, these four leadership competencies and their elements are keys to career success. Developing them in all Coast Guard people will result in the continuous improvement necessary for us to remain always ready—SEMPER PARATUS.

LEADING SELF. Fundamental to successful development as a leader is an understanding of self and one's own abilities. This includes understanding one's personality, values, and preferences, while simultaneously recognizing one's potential as a Coast Guard member. Personal conduct, health and well-being, character, technical proficiency, lifelong learning, followership, and organizational commitment are elements to consider when focusing on the leadership development of "self."

LEADING OTHERS. Leadership involves working with and influencing others to achieve common goals. Coast Guard members interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer or worker. Positive professional relationships provide a foundation for the success of our Service. Showing respect for others, effective communications, influencing others, working in teams, and taking care of one's people are elements to consider when evaluating one's capacity for working with others. Developing these qualities will increase capacity to serve.

LEADING PERFORMANCE AND CHANGE. The Coast Guard and its members constantly face challenges in mission operations. To meet these challenges, leaders must apply performance competencies to their daily duties. Performance competencies include developing a vision, managing conflict, quality and daily management of projects, appraising performance, problem solving and decision making. Having these competencies enables each leader—and the Service—to perform to the utmost in any situation.

LEADING THE COAST GUARD. The Coast Guard does not exist in a vacuum. As leaders gain experience in the Coast Guard they must

understand how it fits into a broader structure of department, branch, government, and the nation as a whole. At a local level, leaders often develop partnerships with public and private sector organizations in order to accomplish the mission. The Coast Guard "plugs in" via its key systems: money, people, and technology. A leader must thoroughly understand these systems and how they interact with similar systems outside the Coast Guard. An awareness of the Coast Guard's value to the nation, and promoting that using a deep understanding of the political system in which we operate becomes more important as one gets more senior. Leaders must develop coalitions and partnerships with allies inside and outside the Coast Guard.

- **ACCOUNTABILITY AND RESPONSIBILITY**

Coast Guard leaders know ours is a military service and recognize the organizational structure and the chain of command. Each individual is sensitive to the impact of his or her behavior on others and the organization. Leaders take ownership for their areas of responsibility, are accountable to effectively organize and prioritize tasks, and efficiently use resources. Regulations and guidelines that govern accountability and responsibility allow leaders to use appropriate formal tools to hold others accountable when situations warrant.

- **FOLLOWERSHIP**

All Coast Guard members are followers. The followership role encompasses initiative, commitment, responsibility, accountability, critical thinking, and effective communications. Followers look to leaders for guidance and feedback; they expect challenging tasks to both learn and develop competence. Actively involved, they seek to understand through listening, responsible questioning and feedback. Followers have the responsibility to work with leaders to ensure successful mission accomplishment.

- **SELF AWARENESS AND LEARNING**

Coast Guard leaders are self-objective. They continually work to assess self and personal behavior, seek and are open to feedback to confirm strengths and identify areas for improvement, and are sensitive to the impact of their behavior on others. Successful leaders use various evaluation tools and indicators to assist in this process of understanding themselves. Coast Guard leaders understand that leadership and professional development is a life-long journey and always work to improve knowledge, skills and expertise. To that end, they seek feedback from others and opportunities for self-learning and development, always learning from their experiences. Leaders guide and challenge subordinates and peers, encouraging individuals to ask questions and be involved. Leaders are open to and seek new information, and adapt their behavior and work methods in response to changing conditions.

- **ALIGNING VALUES**

Coast Guard leaders develop and maintain an understanding of the Coast Guard Core Values of Honor, Respect and Devotion to Duty. Leaders align personal values with organizational values, reconciling any differences that exist. Leaders embody the highest standards of Coast Guard Core Values; can communicate their meaning; hold peers and subordinates accountable to these organizational merits; and use them to guide performance, conduct and decisions—every day.

- **HEALTH AND WELL-BEING**

Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental and spiritual well-being.

- **PERSONAL CONDUCT**

Leaders demonstrate belief in their own abilities and ideas; are self-motivated, results-oriented and accountable for their performance; recognize personal strengths and weaknesses; emphasize personal character development; and use position and personal power appropriately. They understand the relevance and importance of Coast Guard Core Values and strive for personal conduct that exemplifies these values.

- **TECHNICAL PROFICIENCY**

Coast Guard leaders' technical knowledge, skills and expertise allow them to effectively organize and prioritize tasks and use resources efficiently. Always aware of how their actions contribute to overall organizational success, leaders demonstrate technical and functional proficiency. They maintain credibility with others on technical matters and keep current on technological advances in professional areas. Successful leaders work to initiate actions and competently maintain systems in their area of responsibility.

- **EFFECTIVE COMMUNICATIONS**

Coast Guard leaders communicate effectively in both formal and informal settings. Good listeners, they reinforce the message they convey with supportive mannerisms. Leaders express facts and ideas succinctly and logically, facilitate an open exchange of ideas, ask for feedback routinely, and communicate face-to-face whenever possible. They write clear, concise, and organized correspondence and reports. Successful leaders prepare and deliver effective presentations. In situations requiring public speaking they deliver organized statements, field audience questions, confidently communicate with the media and other external entities, and distinguish between personal communication situations and those as a Coast Guard representative. Competent coaches, supervisors, followers, performance counselors, interviewers, and negotiators, leaders know how to approach many situations to achieve organizational goals.

- **INFLUENCING OTHERS**

Coast Guard leaders possess the ability to persuade and motivate others to achieve the desired outcome: to create change. They influence and persuade by communicating, directing, coaching, and delegating, as the situation requires. Successful leaders understand the importance and relevance of professional relationships; develop networks; gain cooperation and commitment from others; build consensus; empower others by sharing power and responsibility; and establish and maintain rapport with key players.

- **RESPECT FOR OTHERS AND DIVERSITY MANAGEMENT**

Through trust, empowerment and teamwork, Coast Guard leaders create an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion and creativity. They demonstrate sensitivity to cultural diversity, race, gender, background, experience, and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity, building and maintaining a healthy working environment.

- **TEAM BUILDING**

Leaders recognize and contribute to group processes; encourage and facilitate cooperation, pride, trust and group identity; and build commitment, team spirit, and strong relationships. Coast Guard leaders inspire, guide and create an environment that motivates others toward goal accomplishment; consider and respond to others' needs, feelings, and capabilities; and adjust their approach to suit various individuals and situations. Coast Guard leaders have a historical perspective of leadership theory that they continually develop through personal experience and study of contemporary leadership issues. They work with subordinates to develop their leadership knowledge and skills. Coast Guard leaders adapt leadership styles to a variety of situations; and personify high standards of honesty, integrity, trust, openness, and respect for others by applying these values and styles to daily behavior.

- **TAKING CARE OF PEOPLE**

Successful leaders identify others' needs and abilities in the Coast Guard, particularly subordinates'. They ensure fair, equitable treatment; project high expectations for subordinates and/or their teams; express confidence in abilities; recognize efforts and use reward systems effectively and fairly. Leaders appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.

- **MENTORING**

Drawing on their experience and knowledge, leaders deliberately assist others in developing themselves; provide objective feedback about leadership and career development; and help identify professional potential, strengths and areas for improvement. Successful leaders identify with the role of mentor to their staff. They have the skill to advise and develop others in the competencies needed to accomplish current and future goals. Leaders seek out mentors for themselves and may be engaged in the formal Coast Guard mentoring program both as mentors and mentees.

- **CUSTOMER FOCUS**

Coast Guard leaders know who their customers are, and make every possible effort to find out their customers' needs and to hear their customers' voices. Leaders understand the importance of measuring and monitoring the degree to which their customers' needs are met or exceeded, and continually strive to improve that. Coast Guard leaders understand the distinction between "customer" and "boss" and act accordingly to balance competing demands.

- **MANAGEMENT AND PROCESS IMPROVEMENT**

Successful leaders demonstrate the ability to plan, organize, and prioritize realistic tasks and responsibilities for themselves and their people. They use goals, milestones, and control mechanisms for projects. Leaders seek, anticipate and meet customers' needs—internal and external. To achieve quality results, Coast Guard leaders monitor and evaluate progress and outcomes produced by current processes; ensure continuous improvement through periodic assessment; and are committed to improving products, services, and overall customer satisfaction. They effectively manage time and resources to successfully accomplish goals.

- **DECISION MAKING AND PROBLEM SOLVING**

Leaders identify and analyze problems; use facts, input from others, and sound reasoning to reach conclusions; explore various alternative solutions; distinguish between relevant and irrelevant information; perceive the impact and implications of decisions; and commit to action, even in uncertain situations, to accomplish organizational goals. They evaluate risk levels, create risk control alternatives, and implement risk controls. Successful leaders are able to isolate high-importance issues, analyze pertinent information, involve others in decisions that affect them, generate promising solutions, and consistently render judgments with lasting, positive impact.

- **CONFLICT MANAGEMENT**

Coast Guard leaders facilitate open communication of controversial issues while maintaining relationships and teamwork. They effectively use collaboration as a style of managing contention; confront conflict positively and constructively to minimize impact to self, others and the organization;

and reduce conflict and build relationships and teams by specifying clear goals, roles and processes.

- **CREATIVITY AND INNOVATION**

Leaders develop new insights into situations and apply innovative solutions to make unit and functional improvements. Leaders create a work environment that encourages creative thinking and innovation. They take reasonable risks, and learn from the inevitable mistakes that accompany prudent risk-taking—and they apply this same thinking to those who work for them, encouraging innovation and helping their people apply the lessons learned. Leaders design and implement new or cutting-edge programs and processes.

- **VISION DEVELOPMENT AND IMPLEMENTATION**

Leaders are able to envision a preferred future for their units and functions, setting this picture in the context of the Coast Guard's overall vision, missions, strategy and driving forces. Concerned with long-term success, leaders establish and communicate organizational objectives and monitor progress toward objectives; initiate action; and provide structure and systems to achieve goals. Leaders create a shared vision of the organization; promote wide ownership; manage and champion organizational change; and engineer changes in processes and structure to improve organizational goal accomplishment.

- **STEWARDSHIP**

The Coast Guard's unofficial motto was once "You have to go out – but you don't have to come back!" This bravado was a testament to the bravery and commitment to service of Coast Guard men and women. But a more appropriate motto might be "You have to go out, and you have to come back, and you have to bring our resources back because we'll need them again tomorrow!" Performing the mission at ANY cost is an unacceptable risk, not only those immediately involved, but all those who would have benefited from the efforts of those people and their resources tomorrow, and next week, and next year. Protecting the nation's investment is important, and presents a difficult decision when it means failing now in order to succeed tomorrow. Achieving the proper balance is a crucial element of leading.

- **TECHNOLOGY MANAGEMENT**

Technological advances make it possible to improve mission performance provided prudent investments are made up front. Coast Guard leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Leaders develop strategies using new technology to enhance decision-making. They fully appreciate the impact of technological changes on the organization.

- **FINANCIAL MANAGEMENT**

The Coast Guard's budget and financial management systems are analogous to a nervous system. Leaders must demonstrate broad understanding of the principles of financial management and marketing expertise necessary to ensure appropriate funding levels for their areas of responsibility. They prepares, justify, and/or administer the budget for the unit or program; use cost-benefit thinking to set priorities; and monitor expenditures in support of programs and policies. Leaders seek and identify cost-effective approaches, and manage procurement and contracting appropriately.

- **HUMAN RESOURCE MANAGEMENT**

Coast Guard leaders understand and support the civilian and military staffing systems, and assess current and future staffing needs based on organizational goals and budget realities. Making decisions that are merit-based, they ensure their people are appropriately selected, developed, trained assigned, evaluated, and rewarded. Leaders take corrective action when needed. They guide and mentor others in appropriate interaction with these system elements. Leaders support personnel completing requirements for advancement, special programs or future assignment; recognize positive performance and development through the formal reward system; and assist others in requesting formal training or developmental assignments.

- **PARTNERING**

The Coast Guard exists within a broader envelope of partners and stakeholder organizations. Leaders must develop networks and build alliances, engaging in cross-functional activities where it makes sense. Leaders collaborate across boundaries, and find common ground with a widening range of stakeholders at the local and national level, and use their contacts to build and strengthen internal bases of support.

- **EXTERNAL AWARENESS**

Leaders identify and keep up to date on key national and international policies and economic, political, and social trends that affect the organization. Coast Guard leaders understand near-term and long-range plans and determine how best to be positioned to achieve the advantage in an increasingly competitive national economic climate.

- **ENTREPRENEURSHIP**

Leaders seek and identify opportunities to develop and market new products and services within or outside of the Coast Guard. Leaders are willing to take risks and initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

- **POLITICAL SAVVY**

Coast Guard leaders identify the internal and external politics that impact the work of the Coast Guard and the Department. Leaders approach each

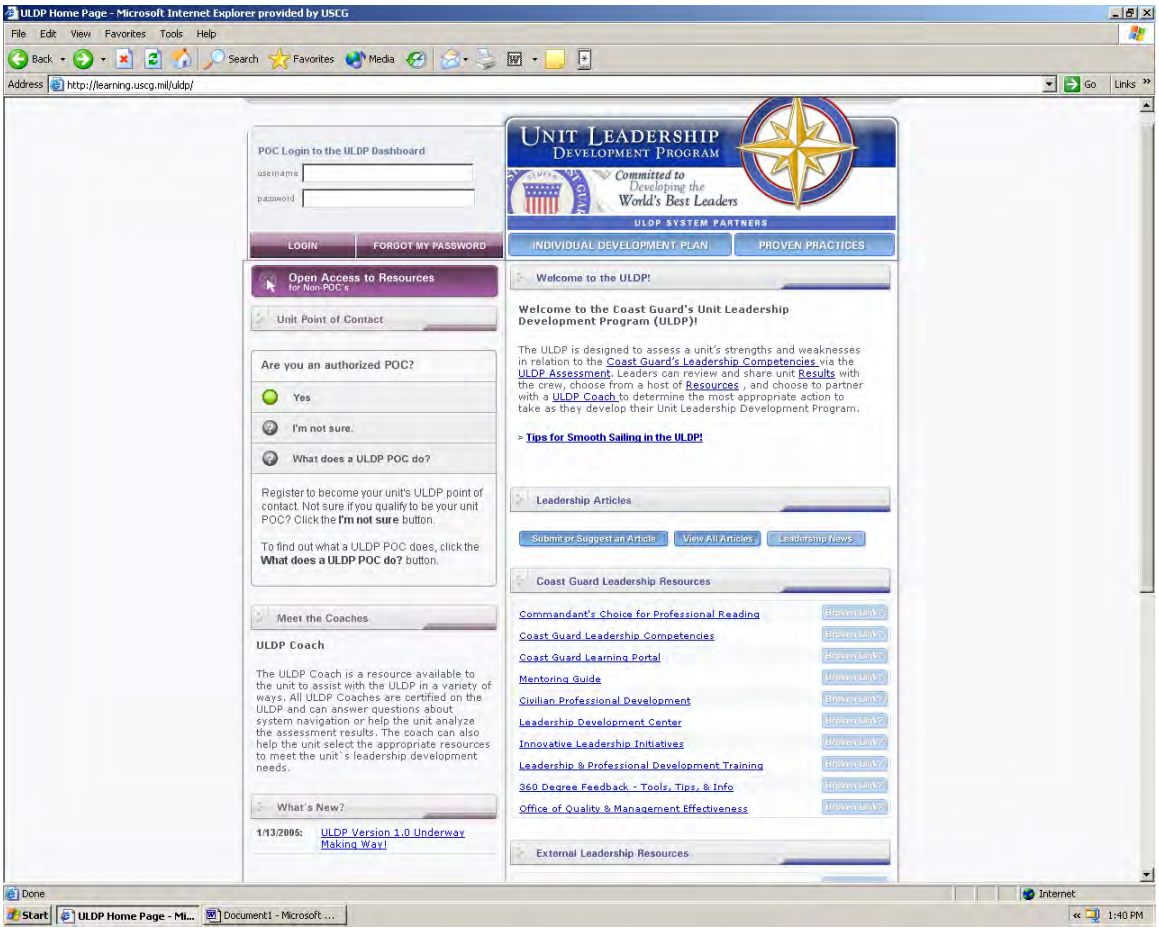
problem situation with a clear perception of organizational and political reality, and recognize the impact of alternative courses of action.

- **STRATEGIC THINKING**

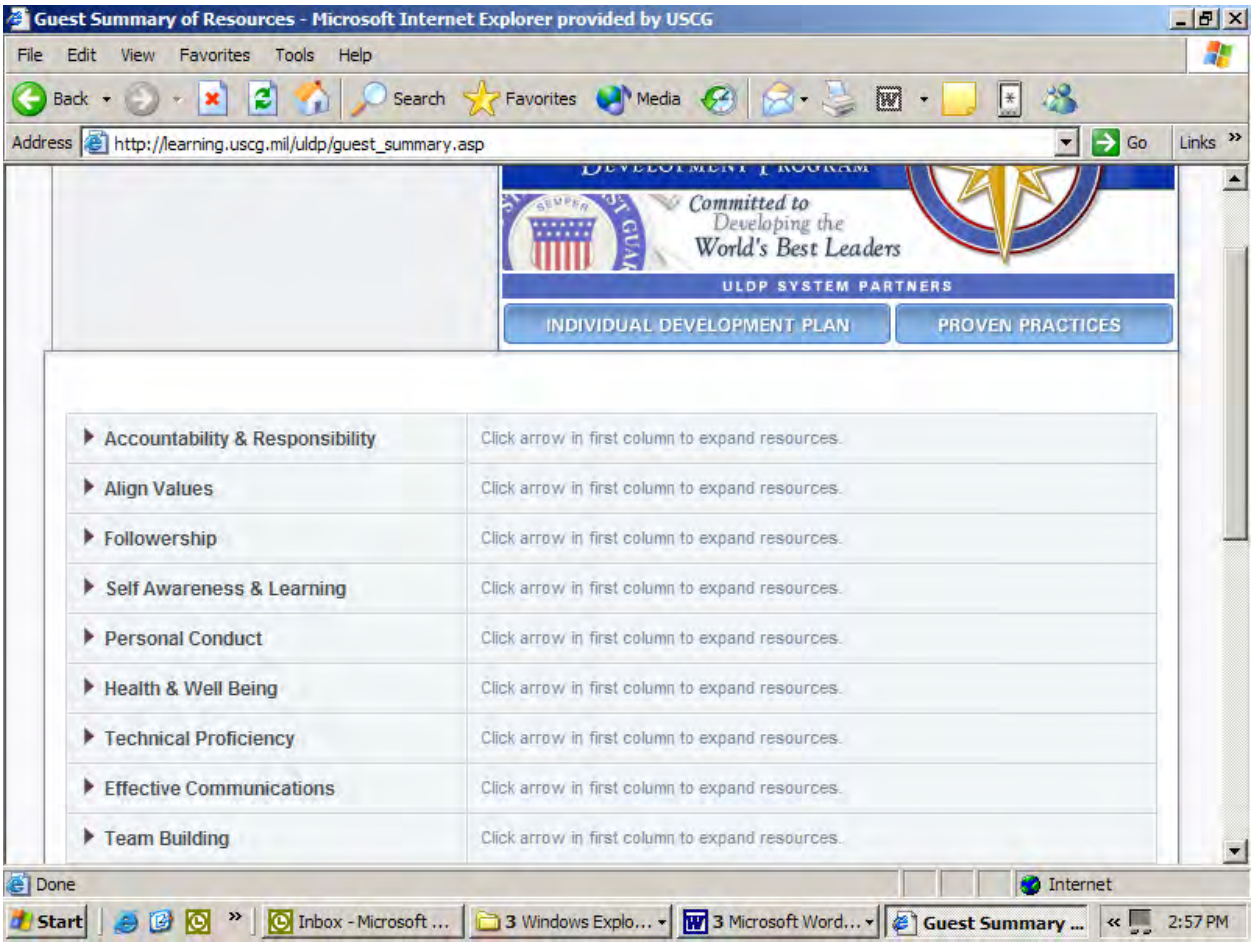
Coast Guard leaders react to crises immediately, and routinely solve urgent problems. In keeping with the concepts described as Stewardship, Coast Guard leaders must also consider multiple time horizons and very complex interactions. This requires thinking strategically, which consists of adopting a systems view; focusing on intent—what are we really trying to accomplish?; thinking across time horizons; creating and testing hypotheses; and being intelligently opportunistic—taking advantage of current conditions.

APPENDIX B

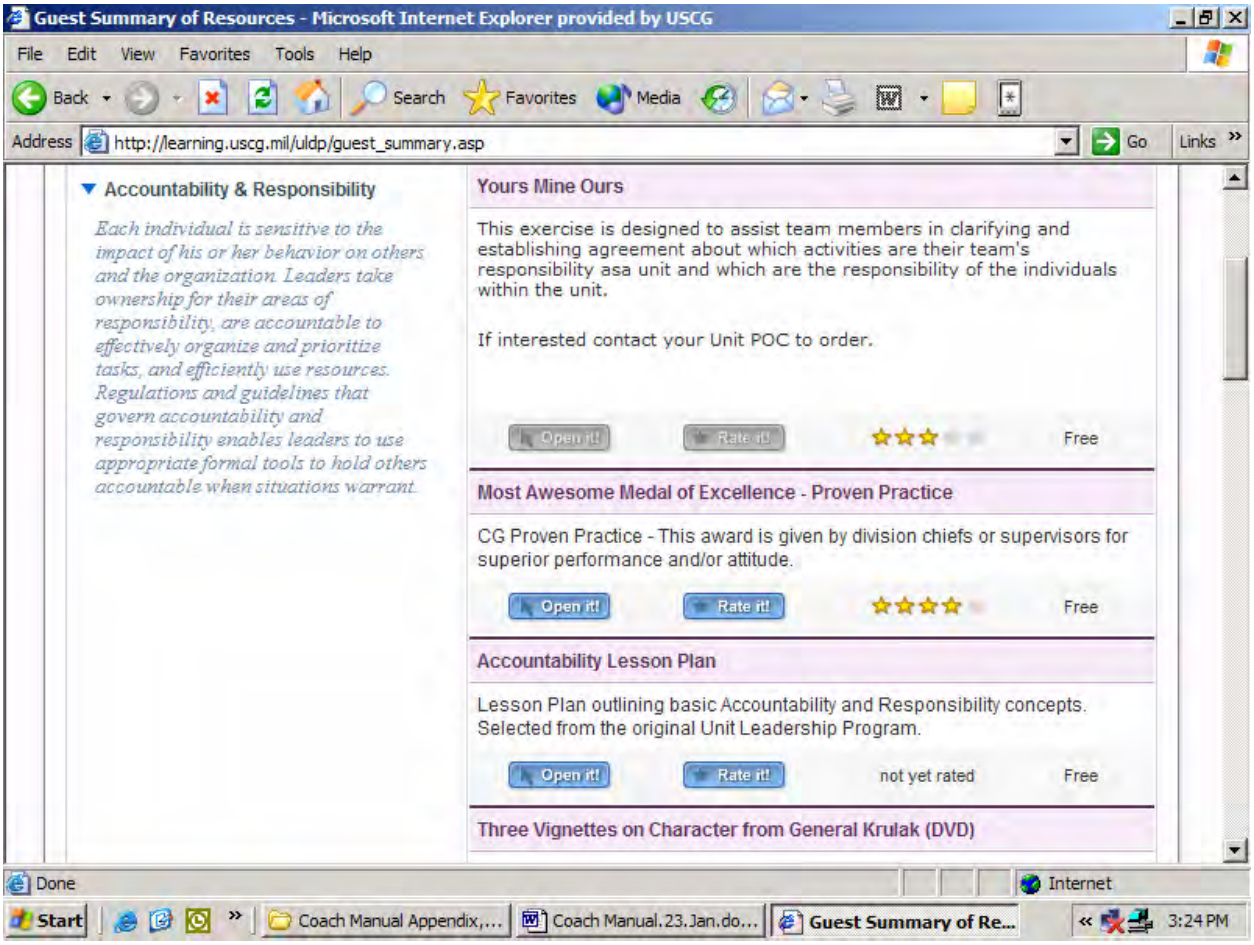
Menu of Solutions



Menu of Solutions (Cont.)



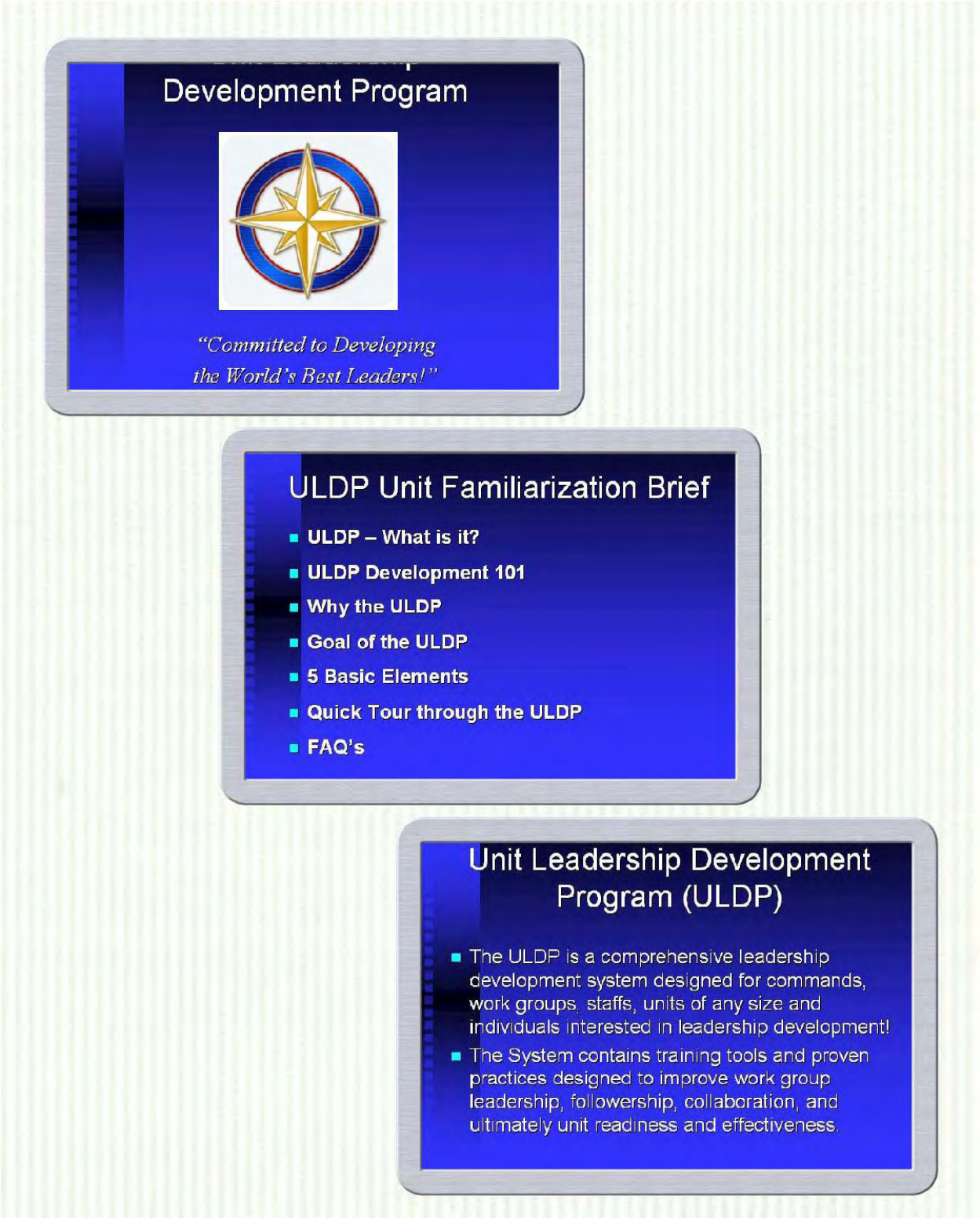
Menu of Solutions (Cont.)



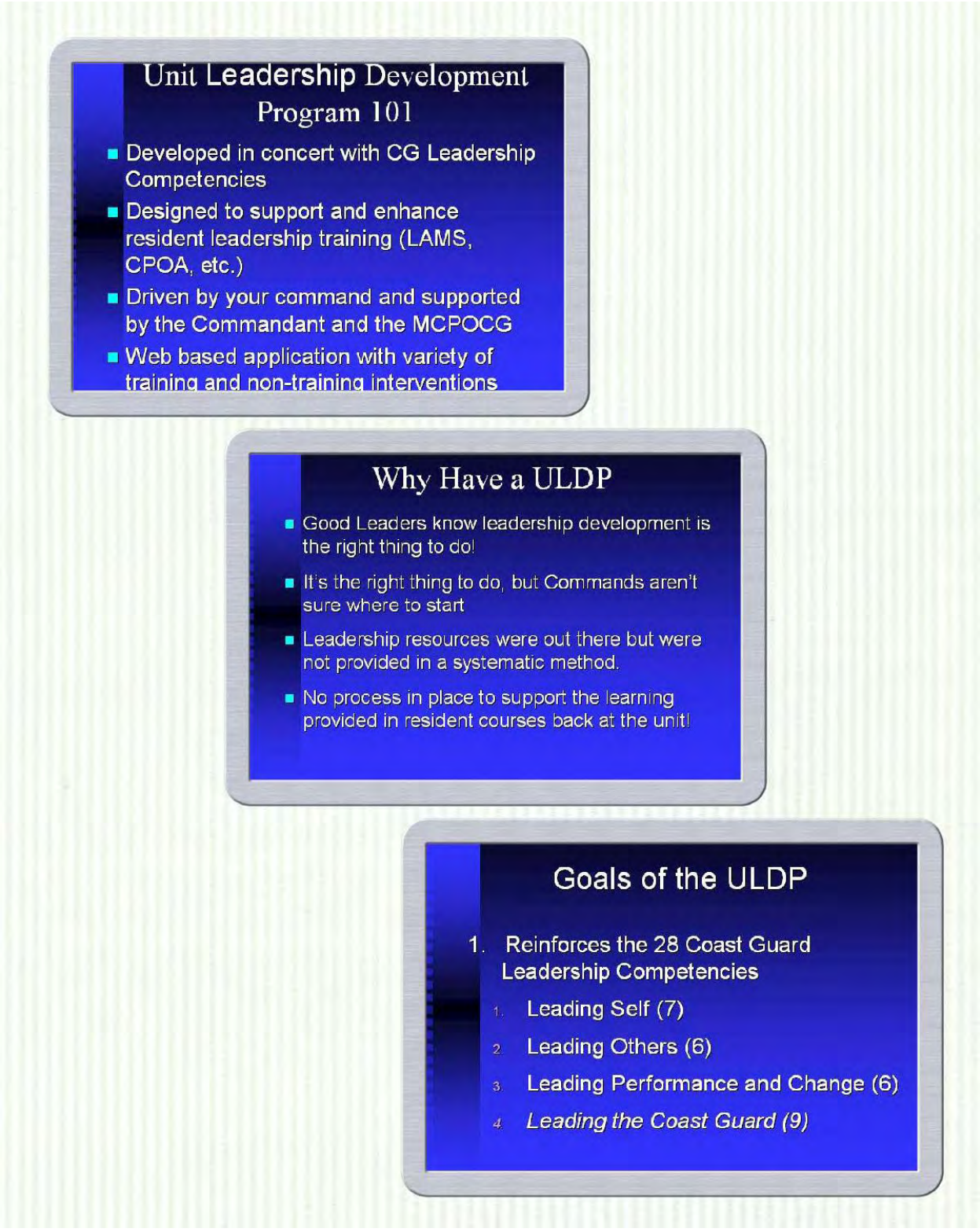
APPENDIX C

ULDP Overview and HPT Overview:

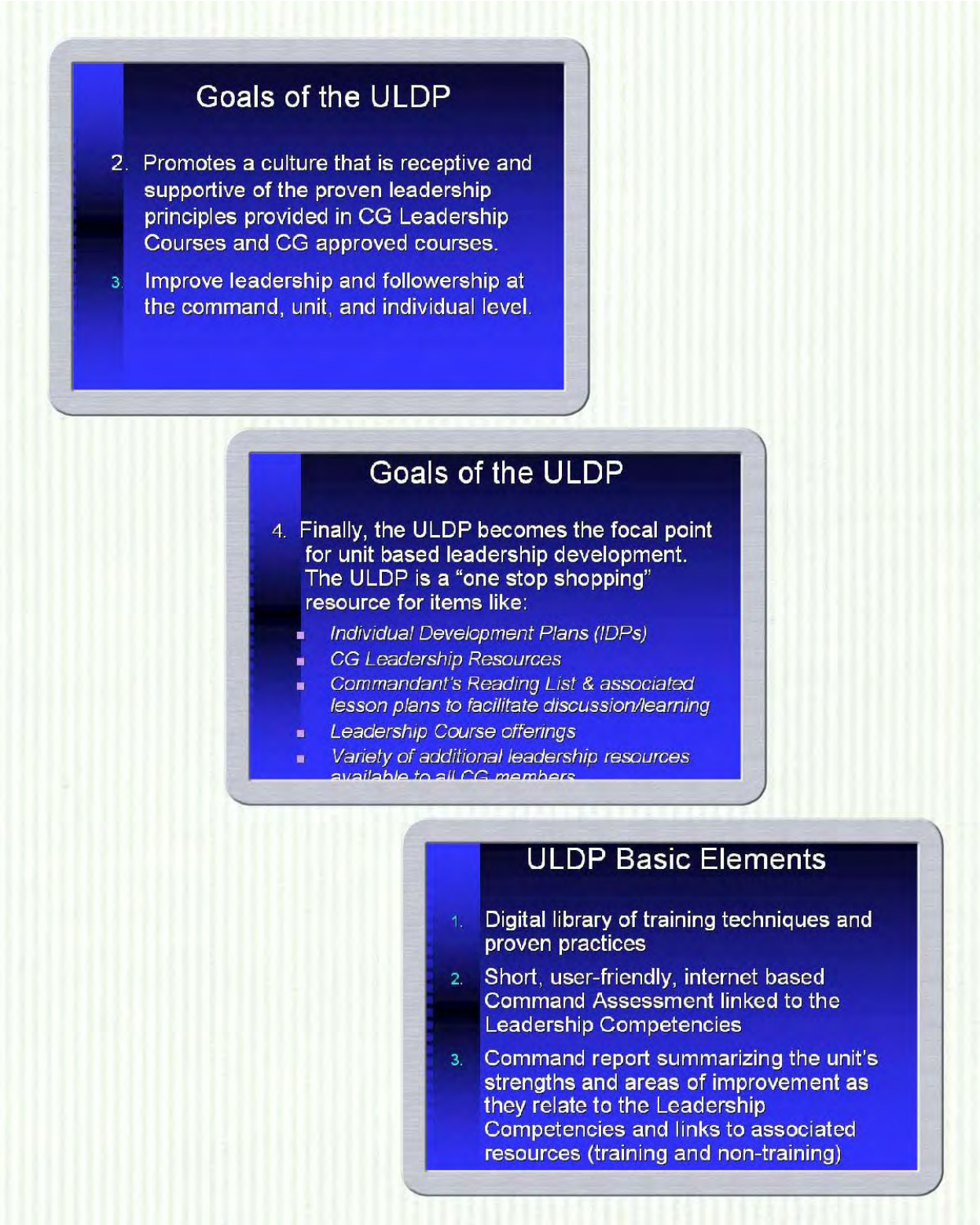
ULDP



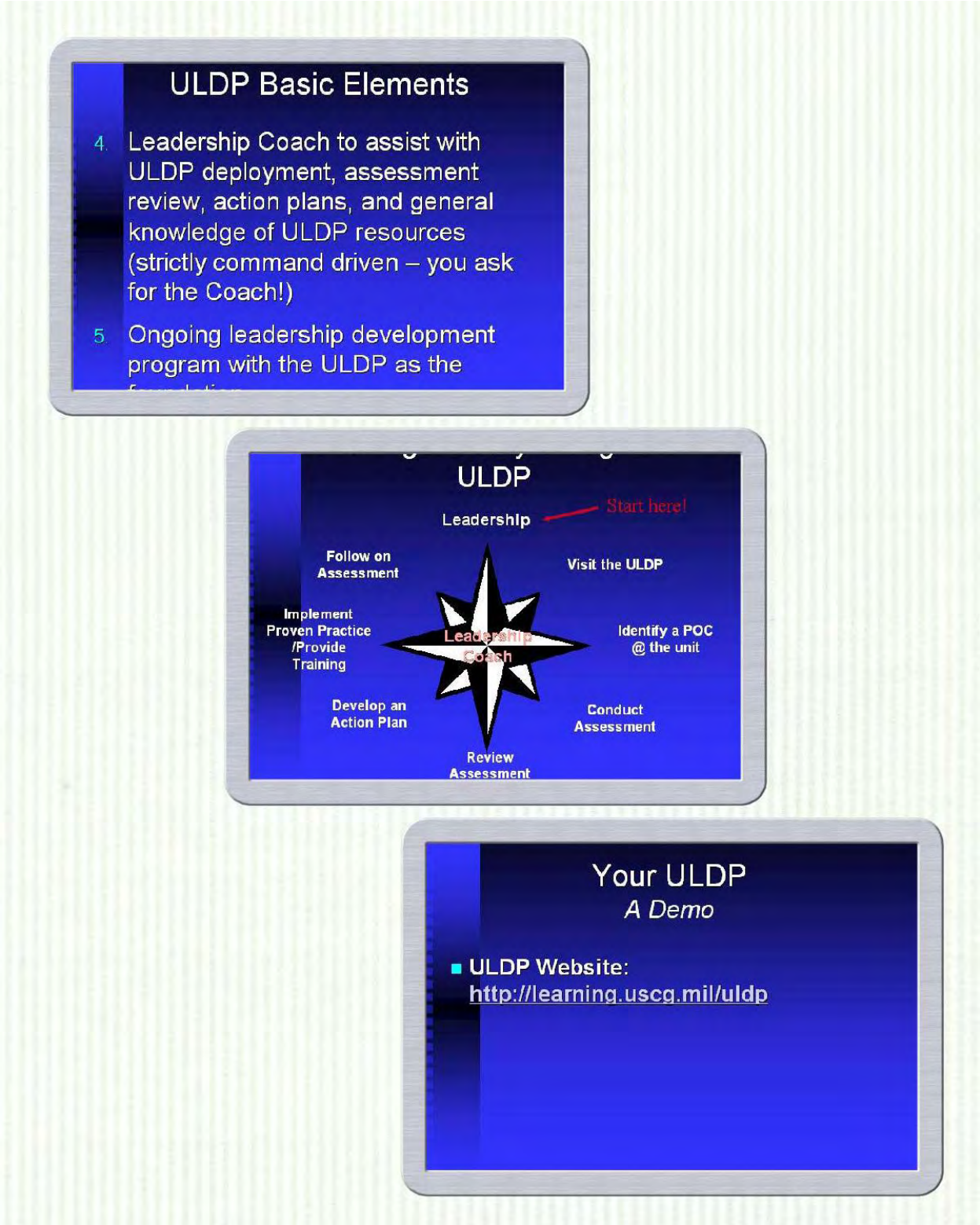
ULDP Overview



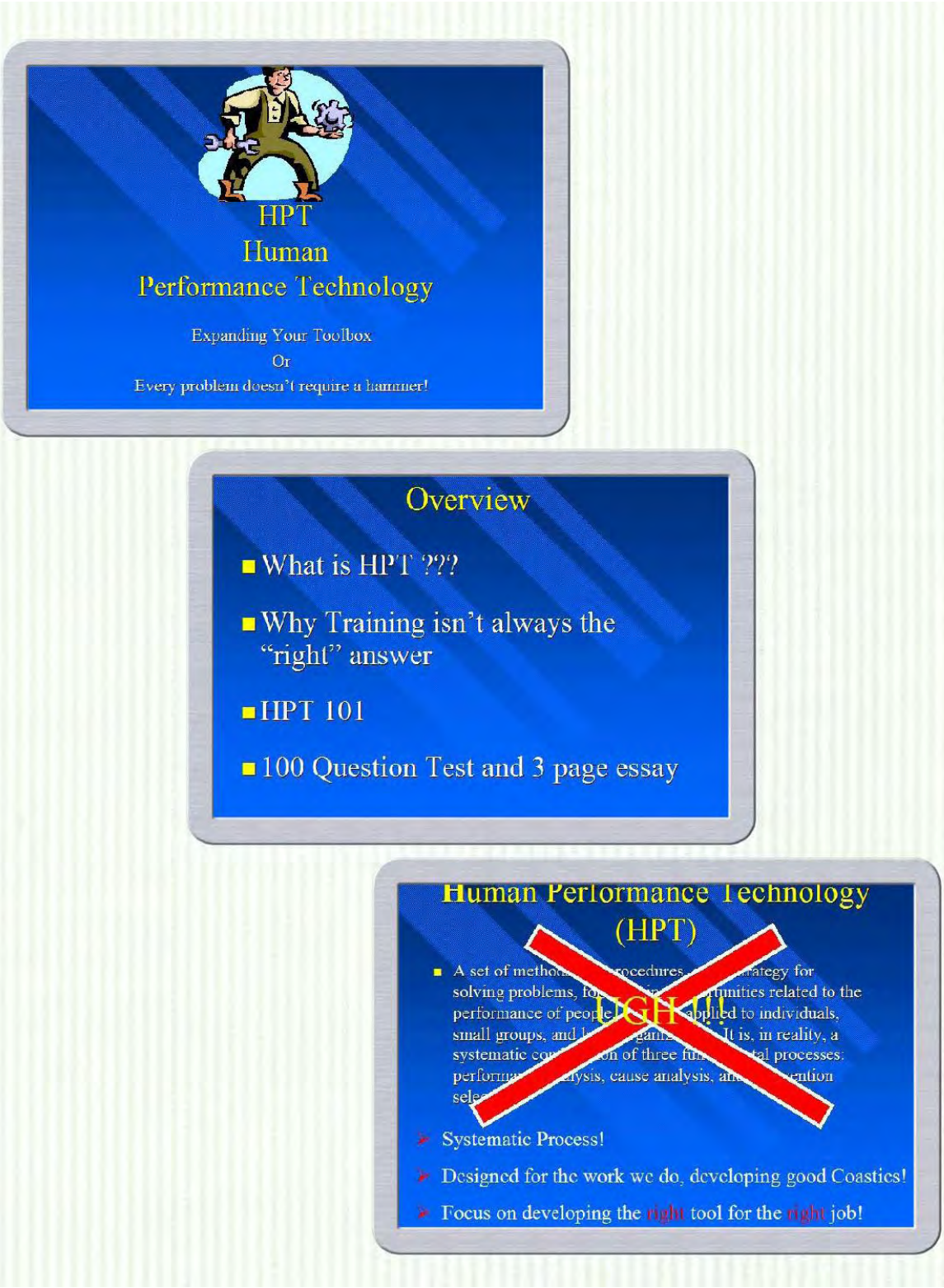
ULDP Overview



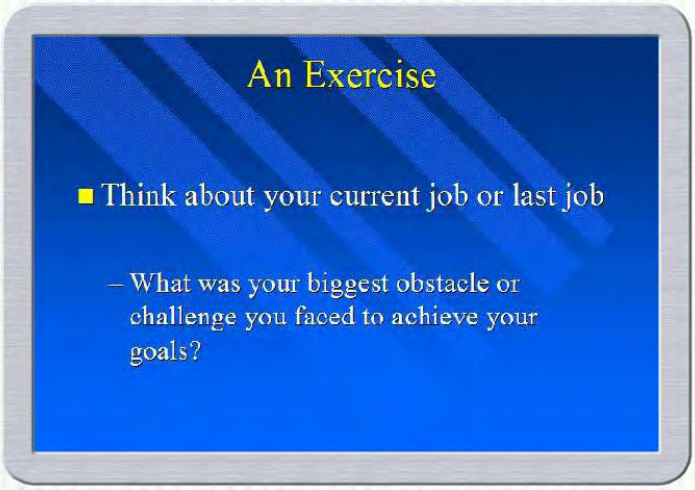
ULDP Overview

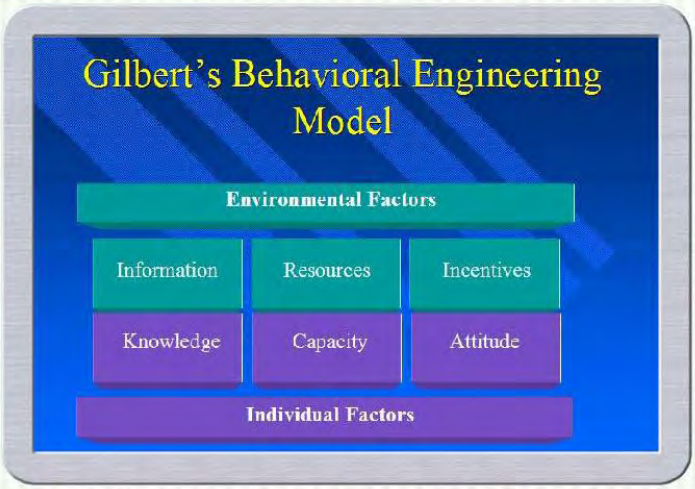


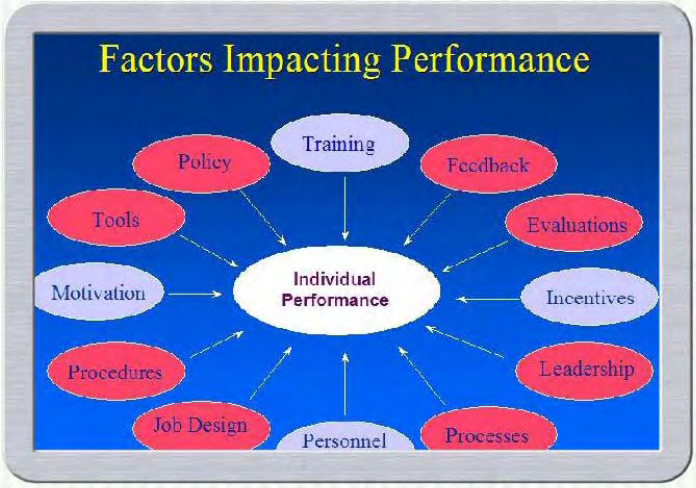
Human Performance Technology (HPT) Overview



HPT Overview







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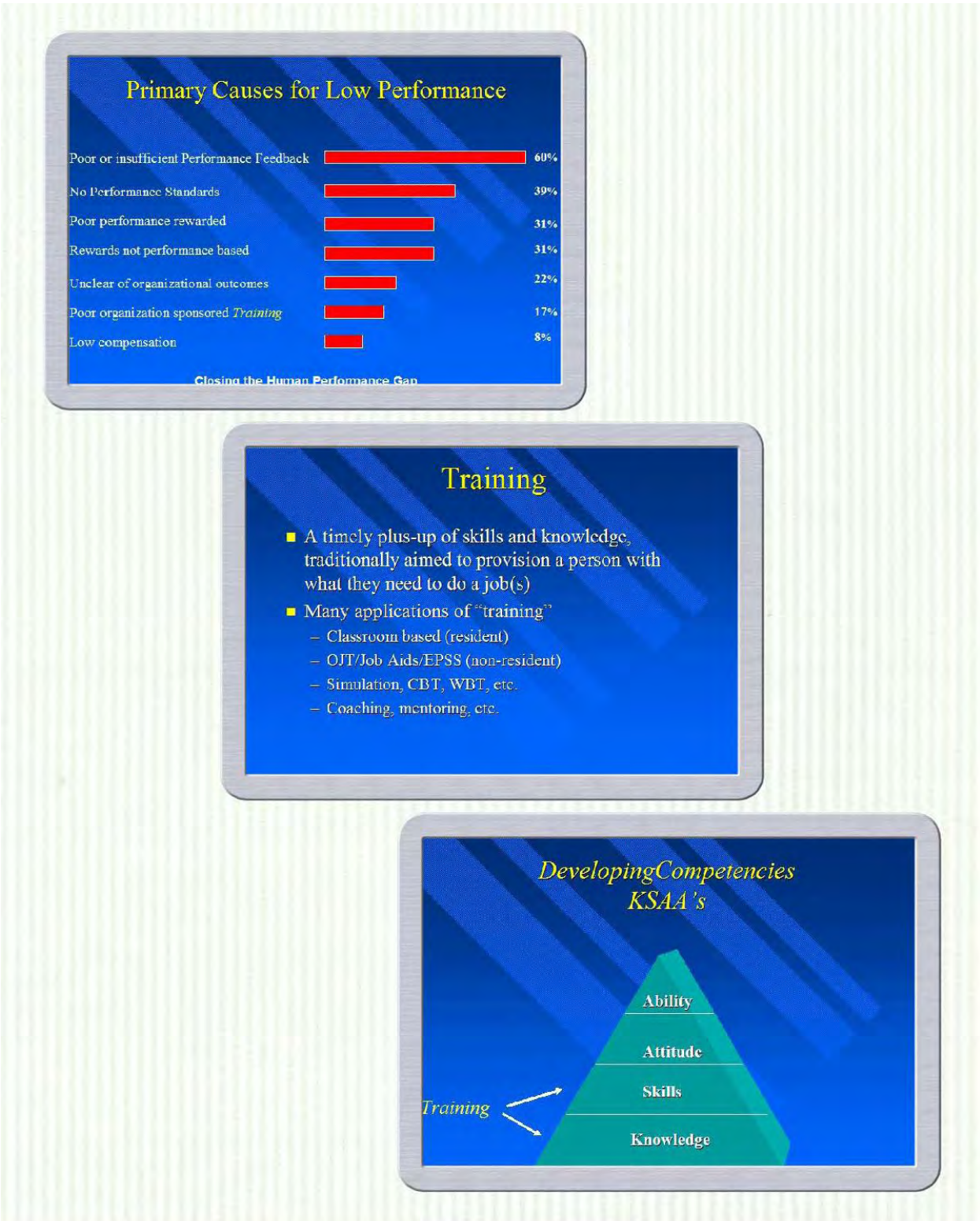
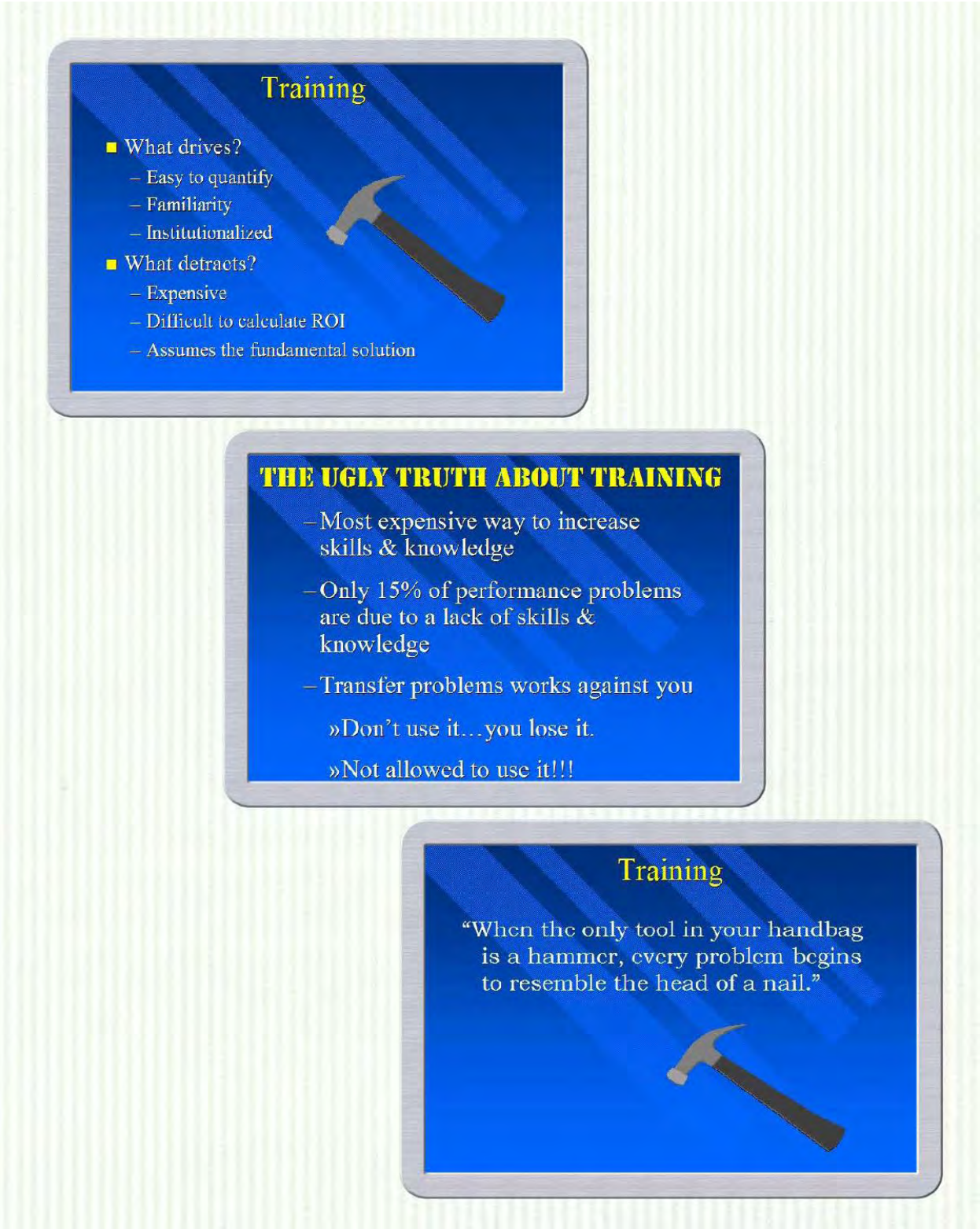
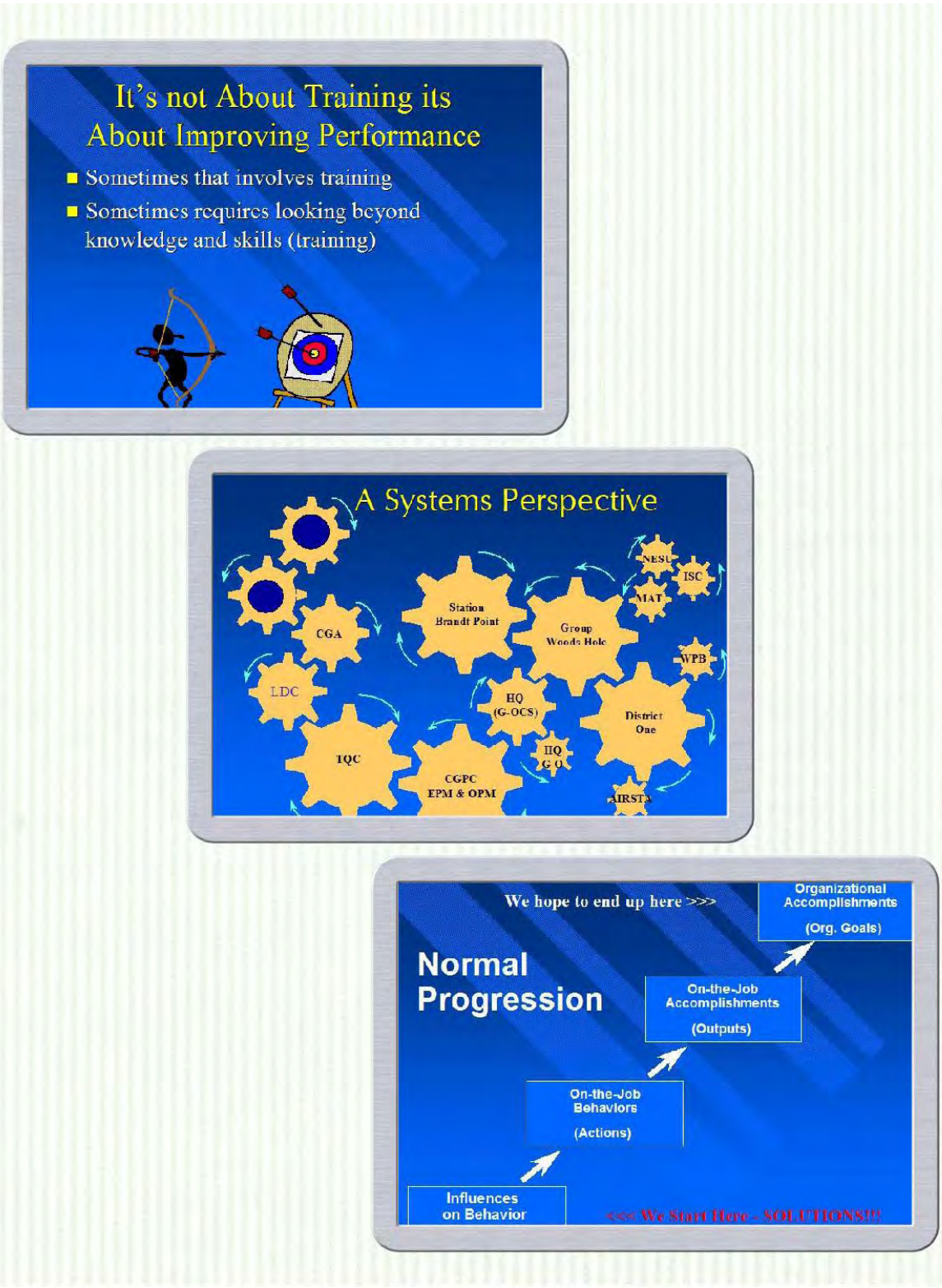



Training
What drives?
– Easy to quantify
– Familiarity
– Institutionalized
What detracts?
– Expensive
– Difficult to calculate ROI
– Assumes the fundamental solution
THE UGLY TRUTH ABOUT TRAINING
– Most expensive way to increase skills & knowledge
– Only 15% of performance problems are due to a lack of skills & knowledge
– Transfer problems works against you
»Don't use it…you lose it.
»Not allowed to use it!!!
Training
"When the only tool in your handbag is a hammer, every problem begins to resemble the head of a nail."

HPT Overview



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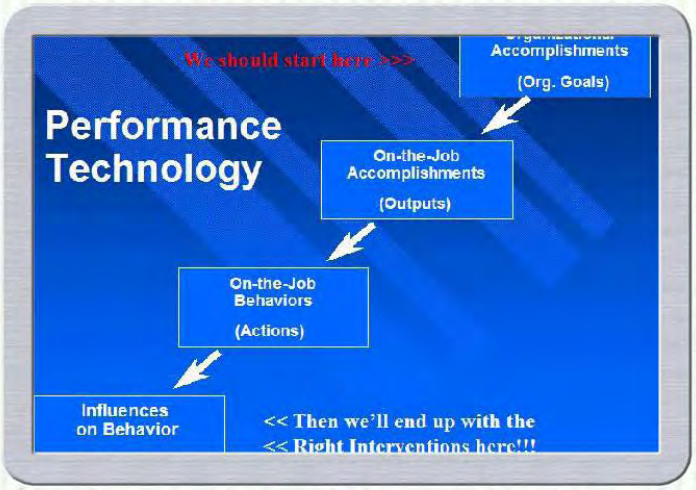

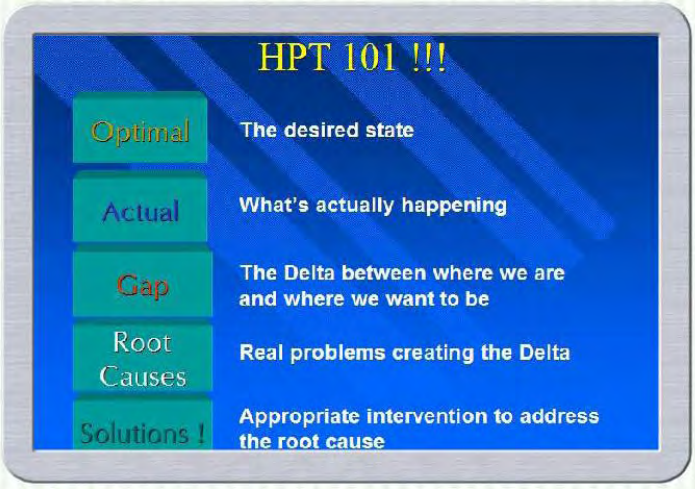

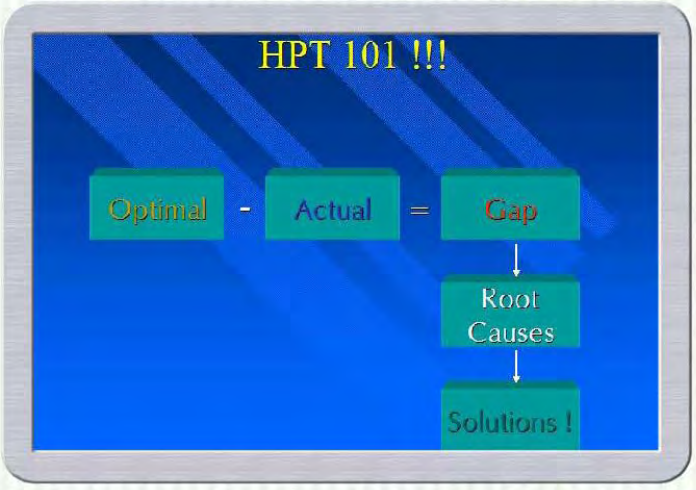

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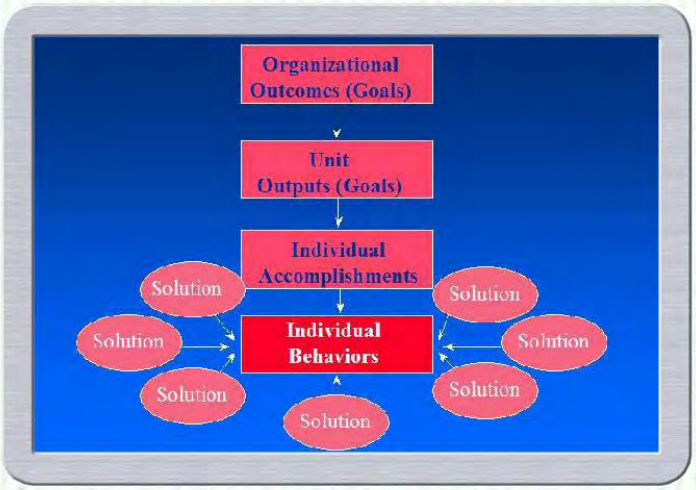

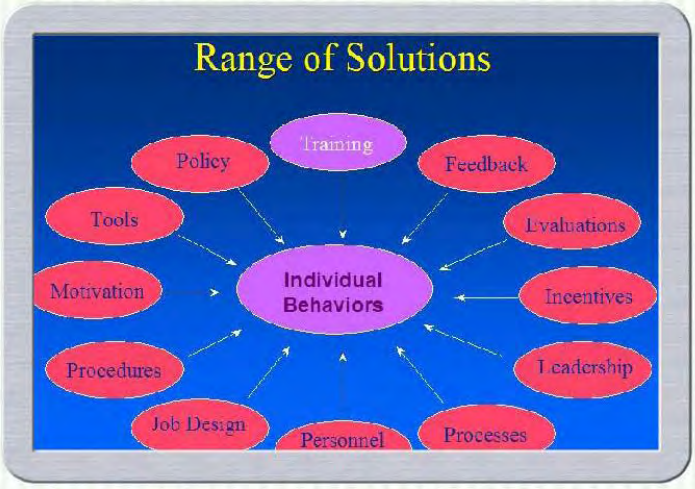

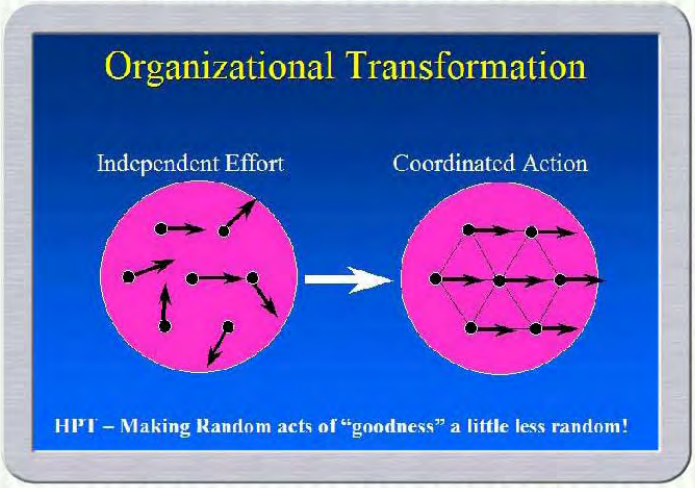

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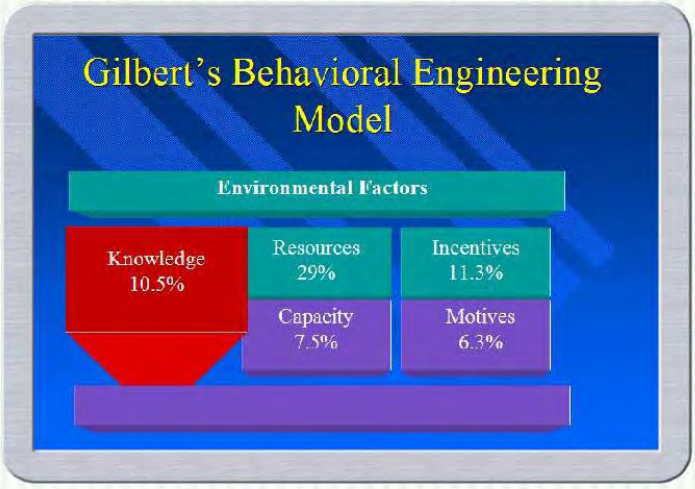
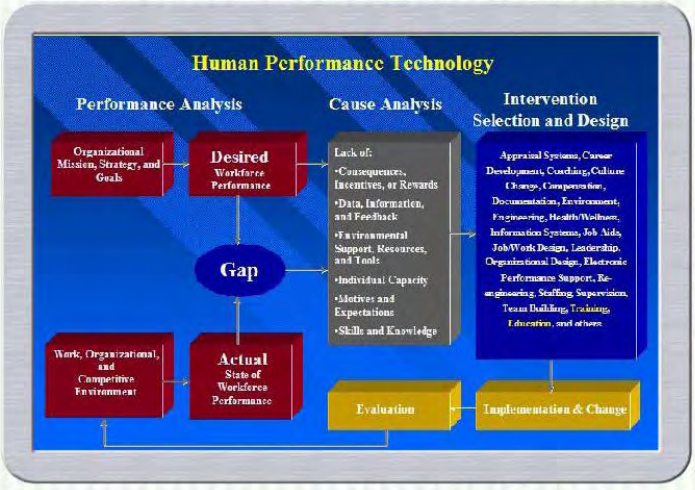
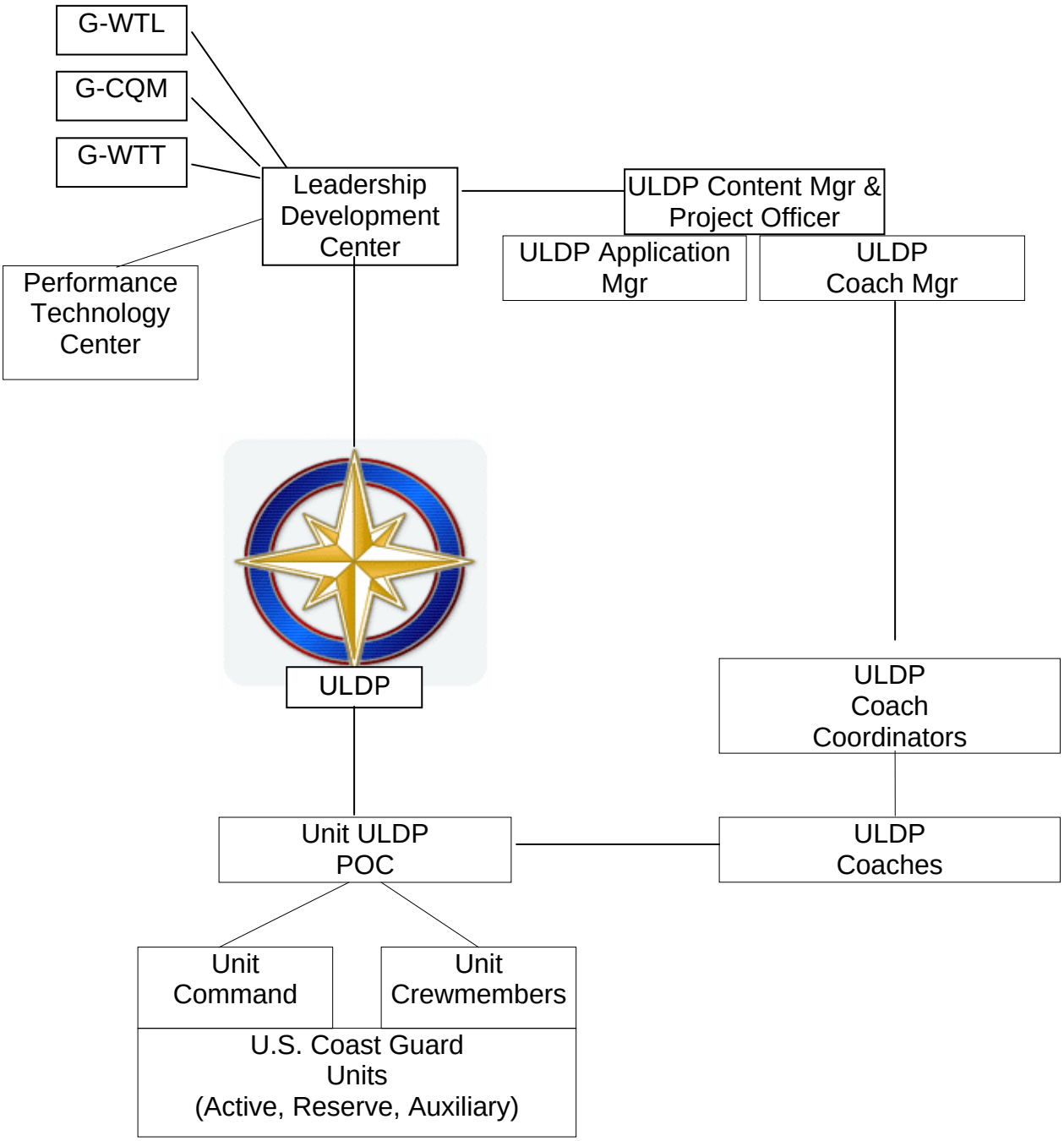




APPENDIX D

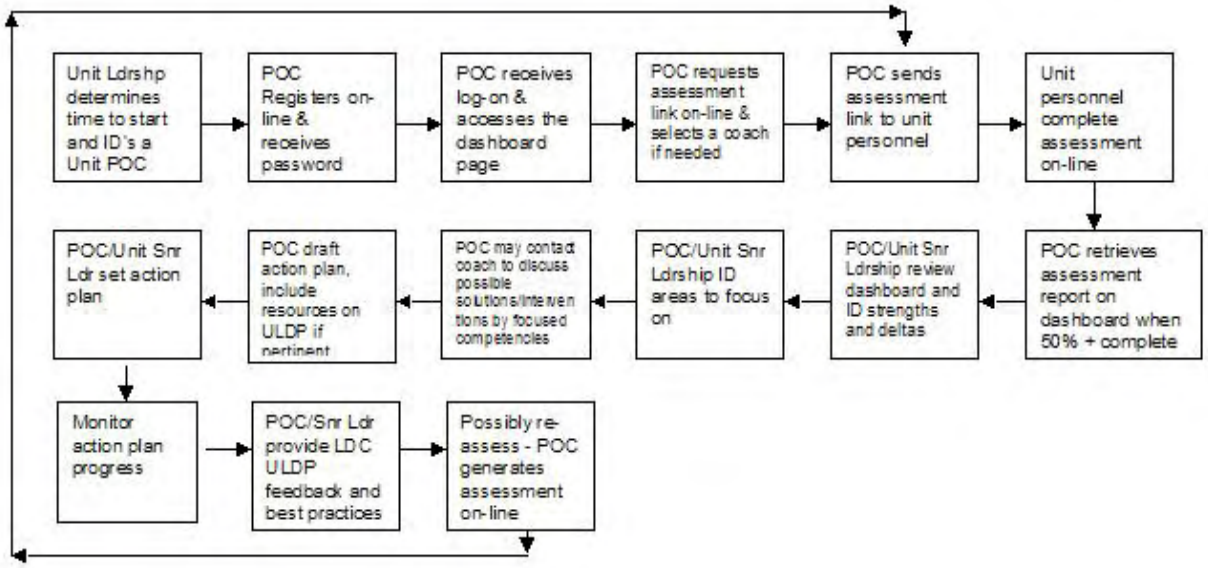
ULDP RELATIONSHIP DIAGRAM



APPENDIX E

POC PROCESS FLOW CHART

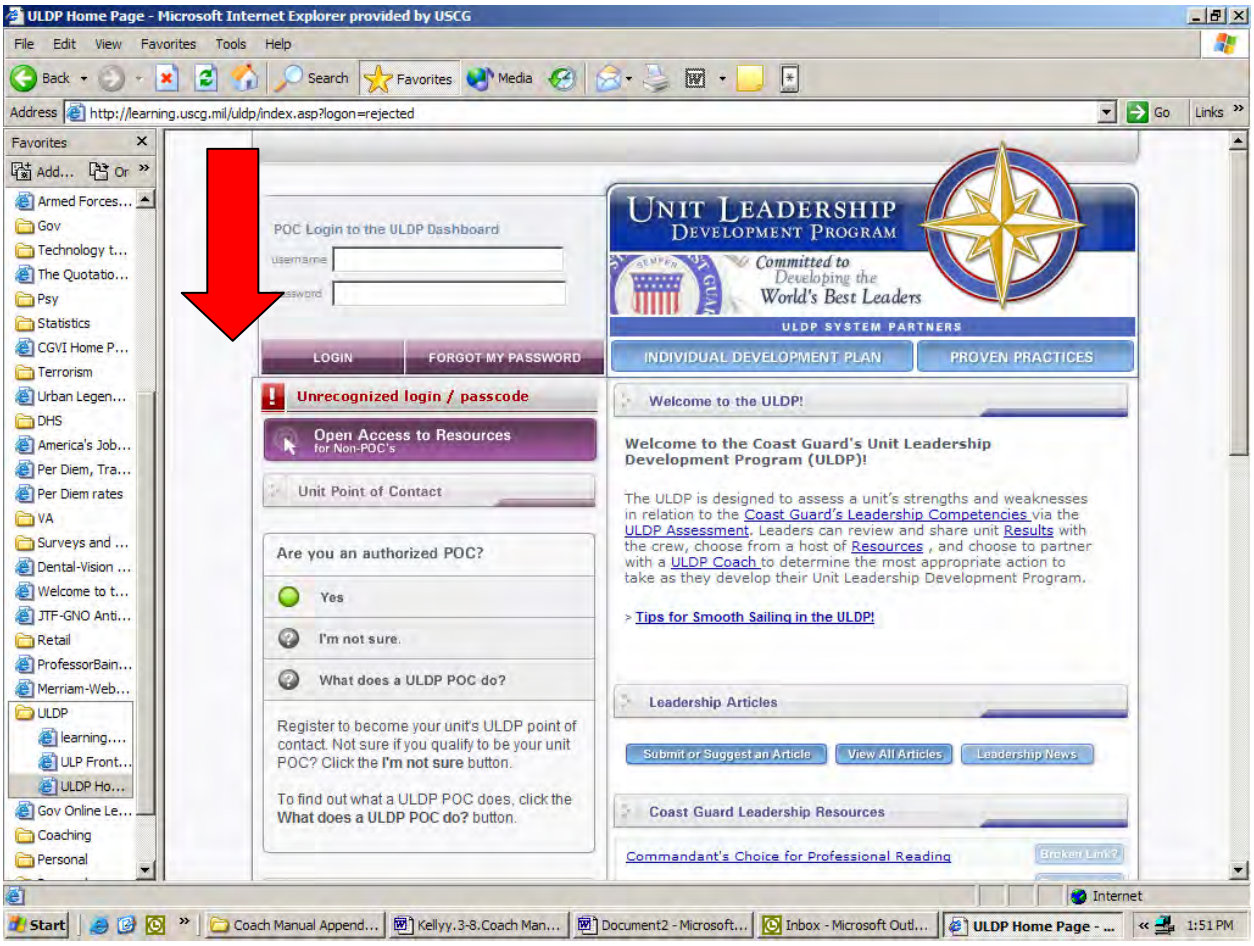
Unit/POC Flow Chart for Smooth Sailing in the ULDP



APPENDIX F

PRINT SCREEN EXAMPLE

Press Control and Print Screen keys at same time. Right click, select Paste into new e-mail message. Send e-mail with pasted image to technical assistance.



APPENDIX G

ULDP: COACH'S COMMUNICATION JOB AID

1. **Clarify:** Be sure to ask questions to gain clarification regarding concerns and training issues. Rephrase and repeat statements to gain focus and perspective.

2. **Validate**: Attend and respond to POC indicating you understand the concern or issue, regardless of how your opinion may differ from theirs. Be sure you are in alignment regarding issues, priorities, and solutions.

3. **Reflect**: Attempt to reflect their feelings about the presenting issue, frustration, confusion, stress, etc.

4. **Identify problem**: Identify the gap or problem area and stay focused on only one issue at a time.

5. **Action response:** Attempt to give encouragement, but most importantly, illuminate that there is a solution and that each individual and each unit needs to take personal responsibility for improving the situation. Remember to focus on one issue at a time. Obtain commitment to take action.

6. **Offer follow-up:** Give the POC time to implement solution and follow-up with them for a status report.

APPENDIX H
ULDP COACHES: As of 15 Aug 2005[1]

	Coach	District	Contact Information
1.	Ms. Annette Ambrosio	HQ	aambrosio@comdt.uscg.mil 202-267-2773
2.	MKCM Robert Brayman	D1	robert.l.brayman@uscg.mil 860-7016471
3.	CDR Erin Brogan	D14	rbrogan@d14.uscg.mil 808-842-2007
4.	CWO Michael Brzezicki	LDC	michael.j.brzezicki@uscg.mil 860-701-6689
5	Dan Canavan	D17	dcanavan@d17.uscg.mil 907-487-5095
6.	MC Steve Cantrell	D1	scantrell@d1.uscg.mil 617-223-8450
7.	MCPO Patrick Carroll Pending	D7	pcarroll@airstasavannah.scg.mil 912-652-4646
8.	Allison Chandler Pending	D5	achandler@lantd5.uscg.mil 757-398-6634
9.	Mr. Charlie Coiro	LDC, D1	charles.d.coiro@uscg.mil 860-701-6692
10.	LT Anthony Caudle	LDC, D1	anothny.b.caudle@uscg.mil 860-701-6303
11.	CWO Mike Conroy	LDC, D1	mike.k.conroy@uscg.mil 860-701-6731
12.	MCPO Creighton	CGA, D1	jeff.a.creighton@uscg.mil 860-444-8330
13.	MCPO John DeNunzio Pending	D7	jdenunzio@airstamiami.uscg.mil 305-953-2103
14.	Pamela Dittrick	D14	pdittrick@d14.uscg.mil 808-541-2296
15.	Mr. Joe Fierro	D7	jfierro@d7.uscg.mil 305-451-6719
16.	CPO Betsy Guyon	D1	eguyon@grumor.uscg.mil 631-395-4438
17.	MCPO Robert Hodges Pending	D7	rhodges@grustpete.uscg.mil 727-824-7505
18.	MCPO Kevin Isherwood	D14	kisherwood@d14.uscg.mil 808-541-2083

[1] Subject to change as units migrate to standard , permanent e-mail addresses: anne.m.niccoli@uscg.mil

APPENDIX H
ULDP COACHES (Cont.)

	Coach	District	Contact Information
19.	MCPO Francis Jennings	D5	francis.f.jennings@uscg.mil 757-398-6345
20.	Michael Johnson Pending	D7	mjohnson@atc.uscg.mil 251-441-6116
21.	Walter Kelly Pending	D7	Walter.J.Kelly@uscg.mil 912-652-4353
22.	Peggy Kenney	D1	pkennedy@act.ny.uscg.mil 718-354-3096
23.	Aaron Knepper	D8	aknepper@d9.uscg.mil 216-902-6132
24.	LT Chris Kluckhuhn	D1	ckluckhuhn@d1.uscg.mil 617-223-8429
25.	LTJG Scott Krejci	D8	skrejci@d8.uscg.mil 504-589-2719
26.	Lil Maizer	D5	lmaizer@uscg.mil 757-398-6366
27.	Karl Meyer Pending	D14	kmeyer@d14.uscg.mil 808-541-2296
28.	Phillip Miedema	D11	pmiedema@d14.uscg.mil 510-437-5384
29.	Ms. Anne Niccoli	LDC	anne.m.niccoli@uscg.mil 860-701-6166
30.	CWO Kathleen Parker	LDC	kathleen.parker@uscg.mil 860-701-6397
31.	Wayne Roberts	D8	wroberts@hrsic.uscg.mil 785-339-3467
32.	MCPO Jeff Seifried	D11	jseifried@d11.uscg.mil 510-437-3070
33.	LCDR Robert Smith	D5	Robert.smith@dwicgs.uscg.mil 571-218-3307
34.	Kimberly Steide	D5	ksteide@comdt.uscg.mil 202-475-303
35.	MCPO Harry Stevens	D7	hstevens@d7.uscg.mil 305-415-6677
36.	Mr. Peter Stinson	D5	peter.a.stinson@uscg.mil 757-628-4285
37.	LTJG Thomas Stokes	LDC, D1	thomas.m.stokes@uscg.mil 860-701-6301

APPENDIX H
ULDP COACHES (Cont.)

	Coach	District	Contact Information
38.	John Sullivan Pending	D1	jsullivan@uscboston.uscg.mil 617-223-34711
39.	Mr. Neal Thayer	D13	neal.b.thayer@uscg.mil 206-220-7320
40.	LT Greg Thomas Pending	D5	gregory.l.thomas@uscg.mil 202-493-1654
41.	MCPO Roger Ward Pending	D7	rward@grumiami.uscg.mil 305-535-4396
42.	CWO Justin Vandenheuvel Pending	D11	jovandenheuvel@d11.uscg.mil 201-978-8255
43.	LTJG Steve Warner	D5	steve.d.warner@uscg.mil 757-398-6594
44.	MCPO Marvin Wells Pending	D7	mwells@gantsec.uscg.mil 787-729-2306
45.	Ms. Dorothy Winchell	D1	dwinchell@d1.uscg.mil 617-223-8404
46.	Jeff Wright	HQ	jlwright@comdt.uscg.mil 202-267-2781
47.	Dr. George Yacus	D5	george.m.yacus@uscg.mil 757-398-6417
48.	MCPO Linda Yoest Pending	D7	lyoest@grucharlston.uscg.mil 707-765-7393

APPENDIX H

ULDP ASSESSMENT RESULTS

The results are color-coded: **Green** indicates skills are developed, **Yellow** indicates potential areas for improvement, and **Red** indicates there is a significant gap that requires attention.

APPENDIX I

NON-TRAINING SOLUTIONS: PROVEN PRACTICES

APPENDIX J

COACH CERTIFICATION PROCESS
(Chapter 4)

The process for becoming a Certified Coach is outlined below. The entire process, from the time the application is submitted to one's supervisor to the time an applicant receives test results, will take approximately 6 weeks.

1. The applicant should review the ULDP website and the brief description of the role of a Coach: http://learning.uscg.mil/uldp/.

2. The applicant must meet the requirements to become a ULDP Coach:

   - Coaches should have a broad understanding of leadership principles and an in-depth understanding of the Coast Guard and our various missions
   - Ideally, Coaches are enlisted members E-7 to E-9, Chief Warrant Officers, Civilian employees GS-9 and above, Commissioned Officers 0-3 and above, and selected Auxiliarists
   - Additionally, Coaches must be graduates of a Coast Guard Leadership School. A listing of leadership courses can be reviewed at: http://www.uscg.mil/hq/g-w/g-wt/g-wtl/training/index.htm

3. **The applicant must talk with his or her supervisor, who must approve of the request. Without supervisor approval, the applicant cannot proceed to the following steps**.

4. Applicants must complete an Application_to_become_a_Certified_Coach. Each applicant must e-mail the completed application to his or her supervisor. Upon approval, the supervisor will forward the application, via e-mail, to the area Coach Coordinator (CC to applicant). Applicants can access the application form on the ULDP homepage or at the following URL: http://learning.uscg.mil/Perseus/surveys/2088913126/47c88e7b.htm

5. The Coach Coordinator from the applicant's AOR will interview the applicant. This interview may be conducted over the phone or face-to-face.

Coach Certification Process (Cont.)

6. If the applicant is approved by the Coach Coordinator, the Coordinator will e-mail the application to the Certification Manager at the LDC: **CGA-PF-uldpcertifiationmgr@uscg.mil**

7. The applicant will receive the first of three e-mails from the LDC within 2 weeks with instructions and a copy of the Coach's Manual that is needed to prepare for the certification test. The applicant should review the Coach's Manual and in particular, get familiar with these sections:

   a. Additional coaching skills and information

   b. The Coach's roles and responsibilities

   c. Coaching resources and networking opportunities

8. Applicants need to review the ULDP homepage, especially training and non-training solutions and resources. In addition, they need to become familiar with the Unit Assessment questions: http://learning.uscg.mil/uldp/. A visual aid of the ULDP_Assessment_Questions is in the Coach's Manual, Appendix S, and on the ULDP homepage.

9. The applicant will receive a second e-mail from the LDC approximately two weeks after the first e-mail, which will provide Part I (the written portion) of the certification test.

10. The applicant needs to complete Part I of the certification test. When the applicant successfully passes Part I, he or she will be contacted to schedule Part II (the simulation portion) of the test. The third and final e-mail will provide notification of the test results. Once an applicant passes both parts of the certification test, the LDC will issue a certificate and the applicant's name will be added to the Coaches list on the ULDP website. Applicants who do not pass the test will be given the chance to retest after 30 days.

11. When the applicant becomes a Certified Coach, he or she needs to review the Coach_Log and the expectations for utilizing this form in Appendix N. Coaches need to utilize the Coach's log and process it electronically either through the ULDP website or at this URL: http://learning.uscg.mil/perseus/surveys/2088913126/2e56a65b.htm

Coach Certification Process (Cont.)

12. When coaches are contacted by POCs, they can start coaching! Coaches should review the process as depicted in the POC_Flowchart (Appendix E). Coaches need to continue to review the ULDP to learn more about solutions and resources. Keep learning and share the lessons learned with fellow Coaches through the CG_Central_Coaches_Microsite (Appendix R)!

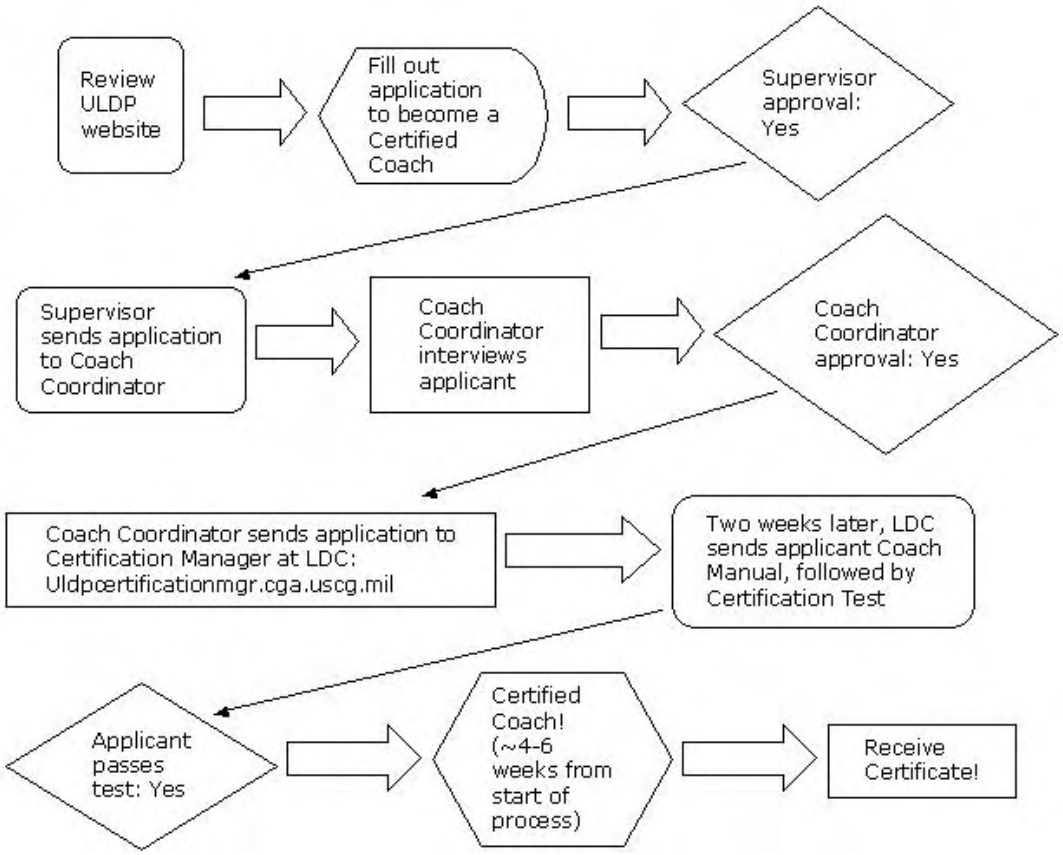
13. Coaches need to keep an eye out for solutions, resources, and proven practices which can be added to the ULDP. Submit_Solutions to the Content Manager at CGA-PF-uldpcontent@uscg.mil(Appendix Q). Coaches may also submit a detailed solution by using the which is available on the ULDP homepage or at the following URL: http://learning.uscg.mil/Perseus/groups/NLON/publish/1ff540a6.htm

- **NOTE:** To enhance the efficiency and convenience of the certification process, LPD had created a ULDP Coach Certification BlackBoard course site at: http://uscg.blackboard.com/. This ULDP Coach Certification course has all the supporting materials a coach needs to prepare for the Certification Test. Additionally, candidates can take Part 1 of the Certification Test right at this BlackBoard site (in Assignments tool). After you successfully complete Part 1, you can schedule your simulation, Part 2 with the Certification Mgr at: CGA-PF-uldpcertificationmgr@uscg.mil or call: **860-701-6166**. The advantage of using the BlackBoard site is to allow 24/7 access to all materials, including Part 1 of the Certification test, and to give candidates the ability to prepare and take the test at their own convenience (while streamling sending documents between people).

- **The LPD will automatically enroll candidates in the ULDP Coach Certification BlackBoard course upon receiving their applicantions. The default user name is first name initial and last name. Example: aniccoli. The default password is: 12345678.**

APPENDIX K (cont.)

JOB AID: ULDP Coach Certification Flow Chart



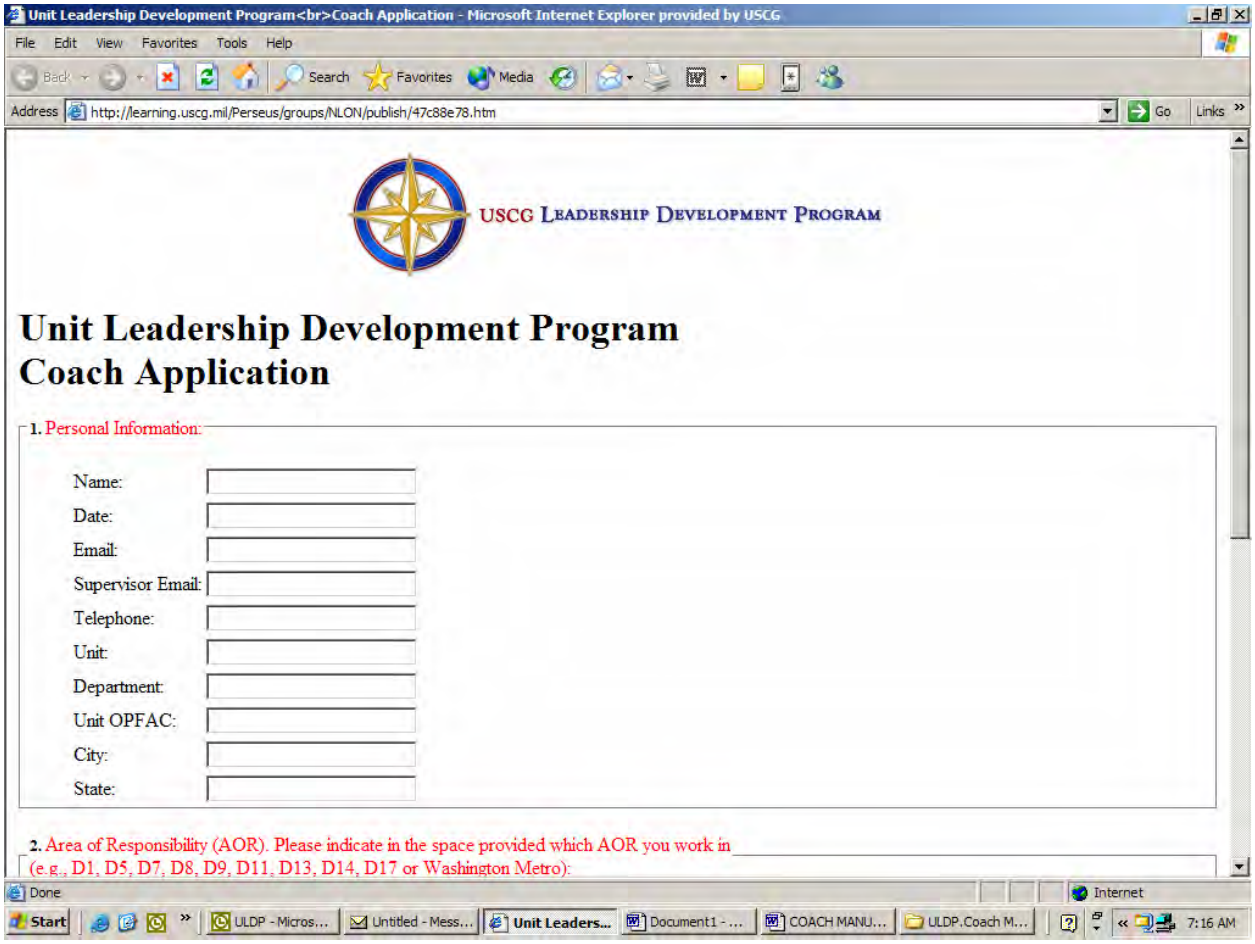
APPENDIX K

APPLICATION TO BECOME A CERTIFIED ULDP COACH:

When you have completed this form, save it and e-mail it to your Supervisor. Your Supervisor should then e-mail it to the Coach Coordinator in your area (see up-to-date Coach Coordinator list on the ULDP website) giving approval for your application. The Coach Coordinator will send your application to the Certification Manager at the LDC after satisfactory completion of an initial interview.

http://learning.uscg.mil/Perseus/surveys/2088913126/47c88e7b.htm

Application example:



APPENDIX M

ULDP COACH COORDINATORS: As of 15 Aug 2005[2]

Coach Coordinator	District	Contact Information
Mr. Dan Canavan	17	dcanavan@d17.uscg.mil 907-487-5095
Mr. Charles Coiro	LDC	charlie.d.coiro@uscg.mil 860—701-6692
Ms. Pam Dittrick	14	pdittrick@d14.uscg.mil 808-541-2296
Mr. Joe Fierro	7	jfierro@d7.uscg.mil 305-451-6719
LTJG Scott Krejci	8	skrejci@d8.uscg.mil 504-589-2719
Mr. Phil Miedema	11	pmiedema@d14.uscg.mil 510-437-5384
Mr. Steve Ryba	9	sryba@d9.uscg.mil 216-902-6131
Mr. Peter Stinson	5	peter.a.stinson@uscg.mil 757-628-4285
Mr. Neal Thayer	13	neal.b.thayer@uscg.mil 206-220-7320
Ms. Dorothy Winchell	1	dwinchell@d1.uscg.mil 617-223-8404
Mr. Jeff Wright	5	jlwright@comdt.uscg.mil 202-267-2781

[2] Subject to change as units migrate to standard , permanent e-mail addresses: anne.m.niccoli@uscg.mil

APPENDIX L

COACH LOG

http://learning.uscg.mil/perseus/surveys/2088913126/2e56a65b.htm

COACH_____ **UNIT**_____

DATE_____

DATE	**CONTACT TYPE**: Phone, e-mail	**CONTACT TIME Duration**	**ASSISTANCE PROVIDED**[3]	**NUMBER CONTACTED #: 1, 2, 3…**

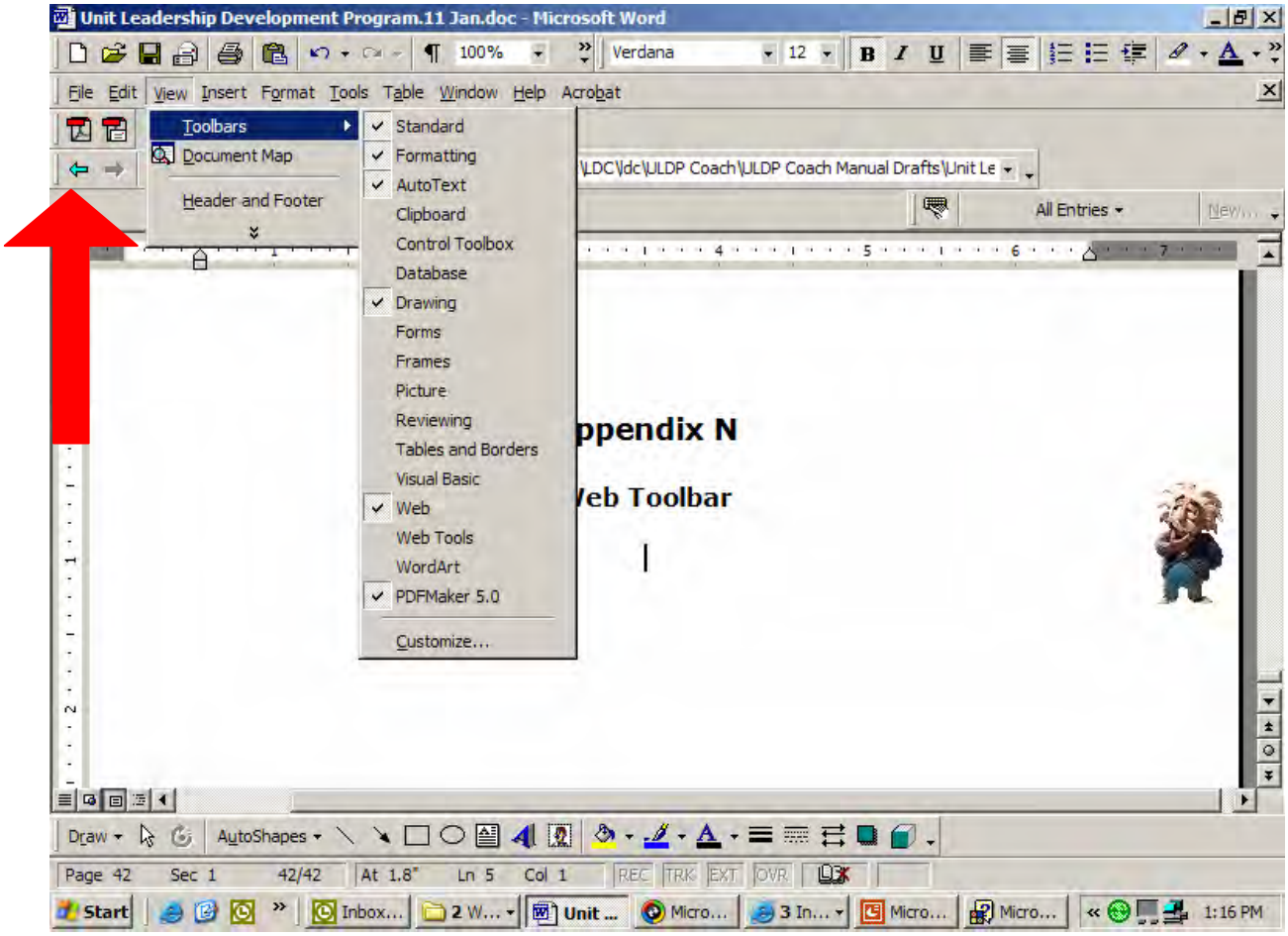
Comment:

[3] ULDP Familiarization, POC Registration, Assessment, Assessment Results, Resources, Proven Practices, Other

Appendix M

WEB TOOLBAR

Go to View, then Toolbars, then check "Web". Note the blue navigation arrows in left corner, under PDF icons.



APPENDIX N

HELP DESK AND CONTACT INFORMATION

- **CGA-PF-uldpcoaches@uscg.mil** for Coach issues
- ULDP Coach Manager and LDC fax: 860-701-6811
- **CGA-PF-uldphelpdesk@uscg.mil** for any issues involving e-mail, creating accounts, or application interface problems
- **CGA-PF-uldpcontent@uscg.mil** for the links on the front page, article content, issues involving the Assessment, submitting a solution, etc.
- **CGA-PF-uldpcertifiationmgr@uscg.mil** for issues involving the Certification Test

APPENDIX : O

http://learning.uscg.mil/perseus/surveys/2088913126/1ff540a6.htm

Solution Template: send to Content Mgr:

CGA-PF-uldpcontent@uscg.mil

Unit Leadership Program

Menu of Solutions Template

Solution Title: _____

Summary: _____

_____

_____

_____

_____

Competency Link(s): Primary: _____

_____

Secondary: _____

_____

Solution Type: Training ☐ Non Training Solution ☐

Cost of Item: _____

Time required to conduct: _____

Resources needed to conduct: _____

Is this item presented elsewhere in the Coast Guard (LAMS, CPOA, OCS, etc)?

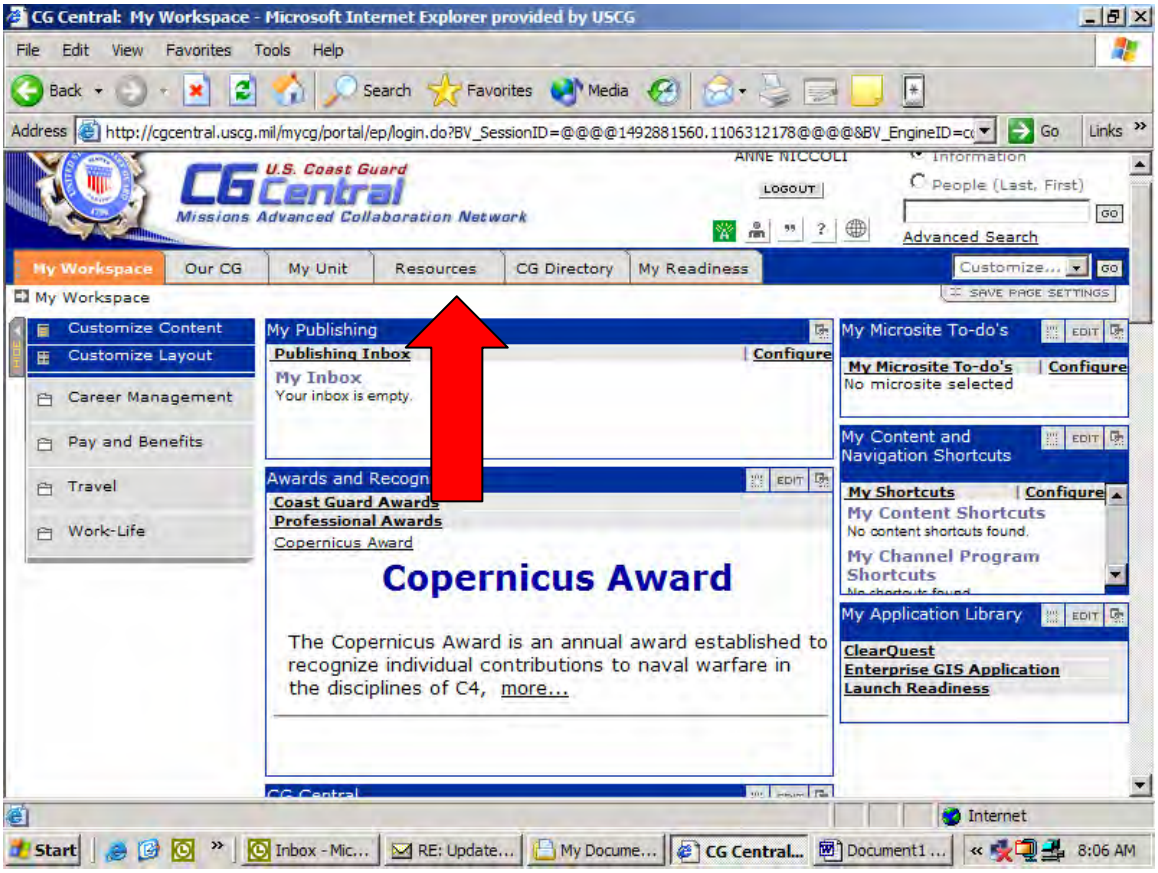
Yes ☐ No ☐

Comments:

APPENDIX P

CG CENTRAL

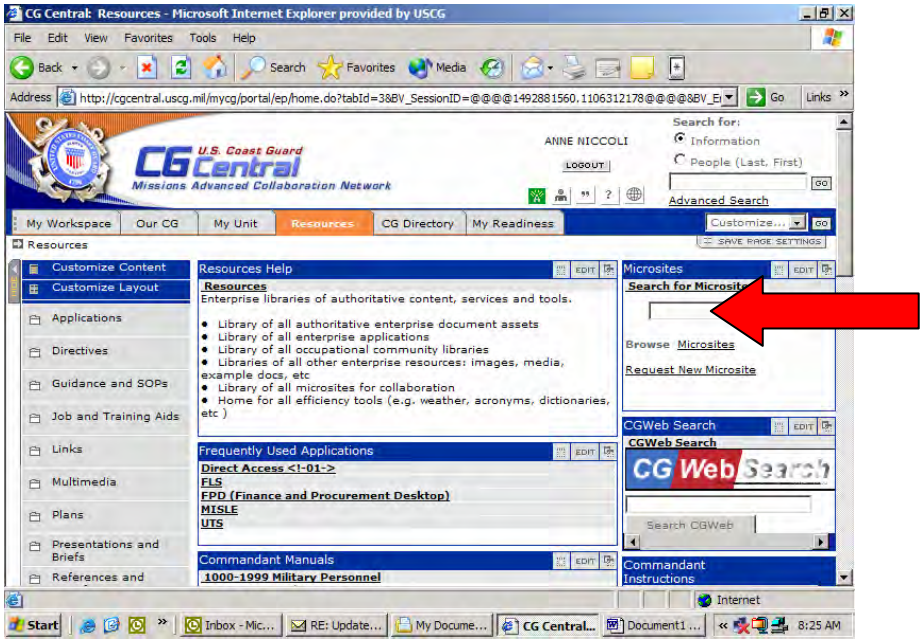
At CG Central, you can enter the ULDP Microsite to access ULDP forms and supporting materials. First, register and obtain a CG account. Second, login and click on the "Resources" tab. Please note that only certified Coaches can access this site; candidated need to pass both parts of the Certification Test before receiving access.



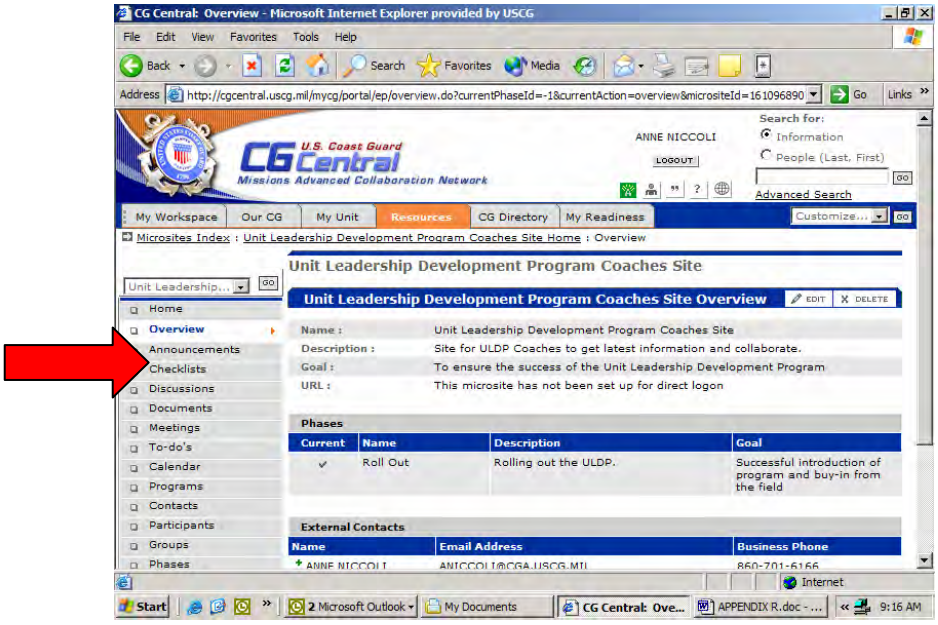
APPENDIX R:
(CG CENTRAL Cont.)

ULDP Microsite

This screen image is from the **Resources** tab. Microsites are found in the right top corner. Search for ULDP Microsite.

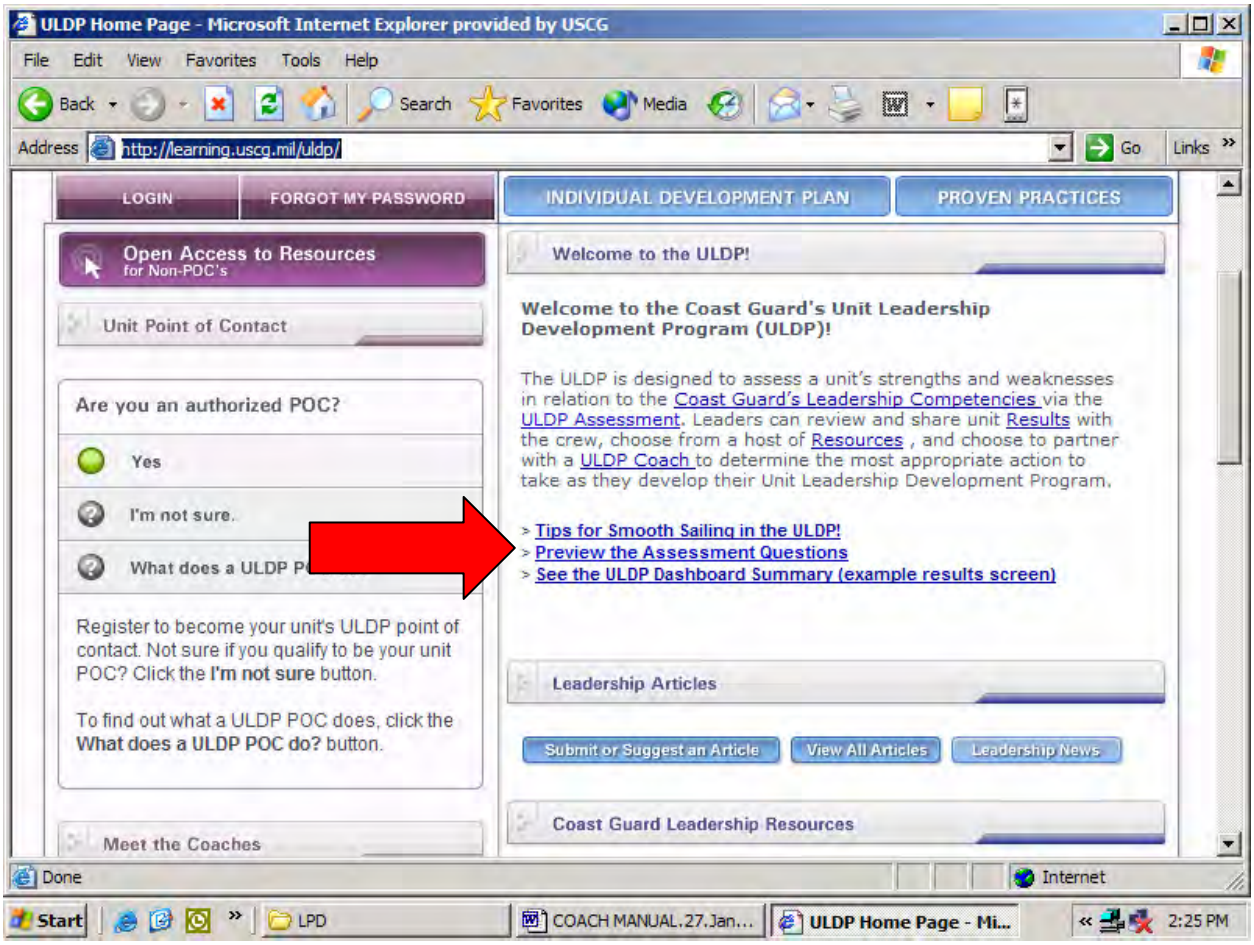


Note the tools on the left (Documents, Discussion, Checklists, etc.)



APPENDIX S

PREVIEW THE ULDP ASSESSMENT QUESTIONS



APPENDIX Q (Cont.)

ULDP ASSESSMENT QUESTIONS

ULDP Assessment Questions

1.	Leaders at my unit evaluate the impact of their decisions on people and the mission.
2.	I am given opportunities to improve my skills in my unit/command.
3.	I have a safe workplace.
4.	I know who my important customers are. (Depending on your job customers may be the general public, other mariners, other Government Agencies, or other members of the Coast Guard.)
5.	I know what my customers need and want.
6.	I receive adequate mission-relevant info to do my job.
7.	I receive useful professional/career guidance from members of my unit.
8.	People at my unit are comfortable bringing up controversial issues.
9.	Members at my unit cooperate with supervisors to ensure successful mission accomplishment.
10.	Members at my unit identify and analyze problems to make effective decisions.
11.	My Command cares about me.
12.	My supervisor/team leader creates a work environment that helps me do my job.
13.	My supervisor/team leader recognizes and rewards good performance.
14.	My unit follows a work schedule/plan to accomplish a task or mission.
15.	My supervisor follows up to ensure my work group is meeting its goals.
16.	My work environment encourages creative thinking and innovation.
17.	New members receive adequate orientation to the unit.
18.	My supervisor asks for my opinions and input.
19.	Supervisors/team leaders support member efforts to continue education after work.

20.	The leadership at my unit manages and supports better ways to do work.
21.	The members at my unit are encouraged to explore alternative solutions to problems.
22.	The members at my unit are encouraged to maintain mental and physical well-being.
23.	The members at my unit take pride in the unit.
24.	The members of my unit align their personal behaviors with the CG Core Values (Honor, Respect, Devotion to Duty)
25.	I am held accountable for my actions.
26.	The people I work with cooperate and work as a team to accomplish the mission.
27.	When making decisions, leaders at my unit consider and assess risks.
28.	Supervisors let members know how their work contributes to the unit's mission and goals.
29.	The members of my unit recognize and use the chain of command appropriately.
30.	Members of my unit provide accurate and timely information up the chain of command so our leaders can make good decisions.
31.	I seek feedback from others and look for opportunities to learn and develop.
32.	The people I work with demonstrate technical expertise in their areas of responsibility.
33.	My supervisor motivates me to perform by directing, delegating, coaching, and mentoring as the situation requires.
34.	The people I work for create an environment that supports diversity, fairness, dignity and compassion
35.	Members of my unit minimize conflict by building strong work relationships with each other.
36.	My unit has an inspiring, long-term vision that is clearly communicated, widely shared, and understood.

Interpreting the Assessment Results:

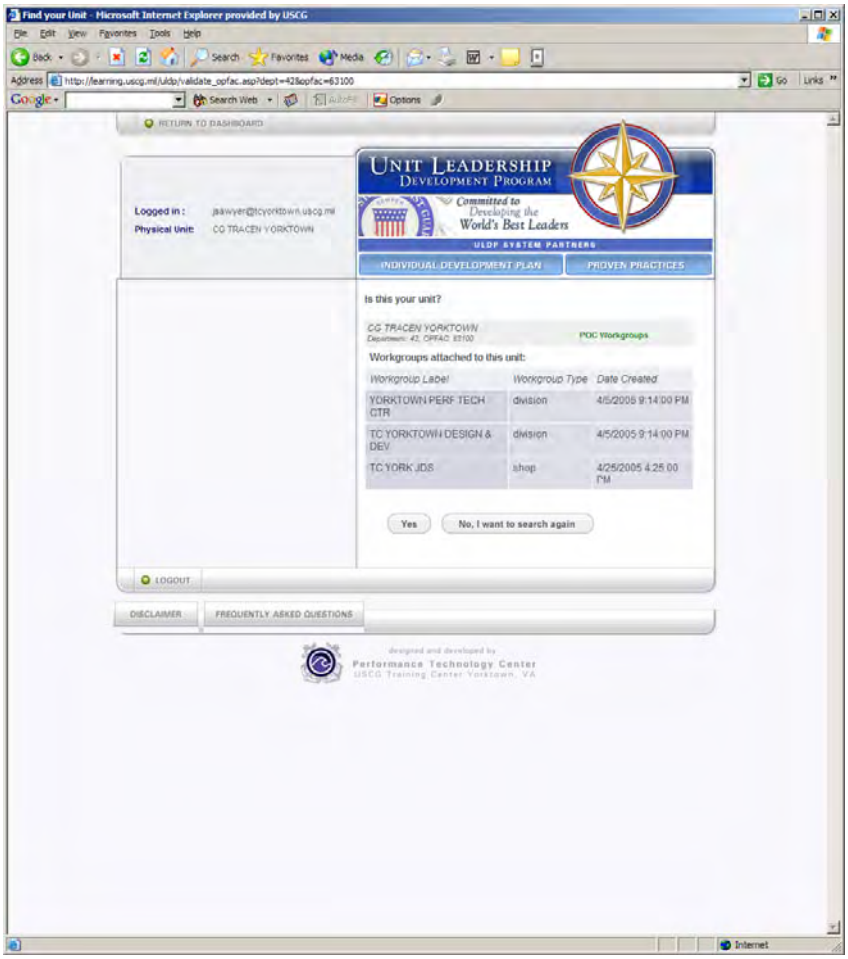
This is the interpretation of the upper limits of when a score changes color:

Red= 1 to 2.54
Yellow=2.55 to 3.66
Green=3.67 to 5

APPENDIX R

POC Registration

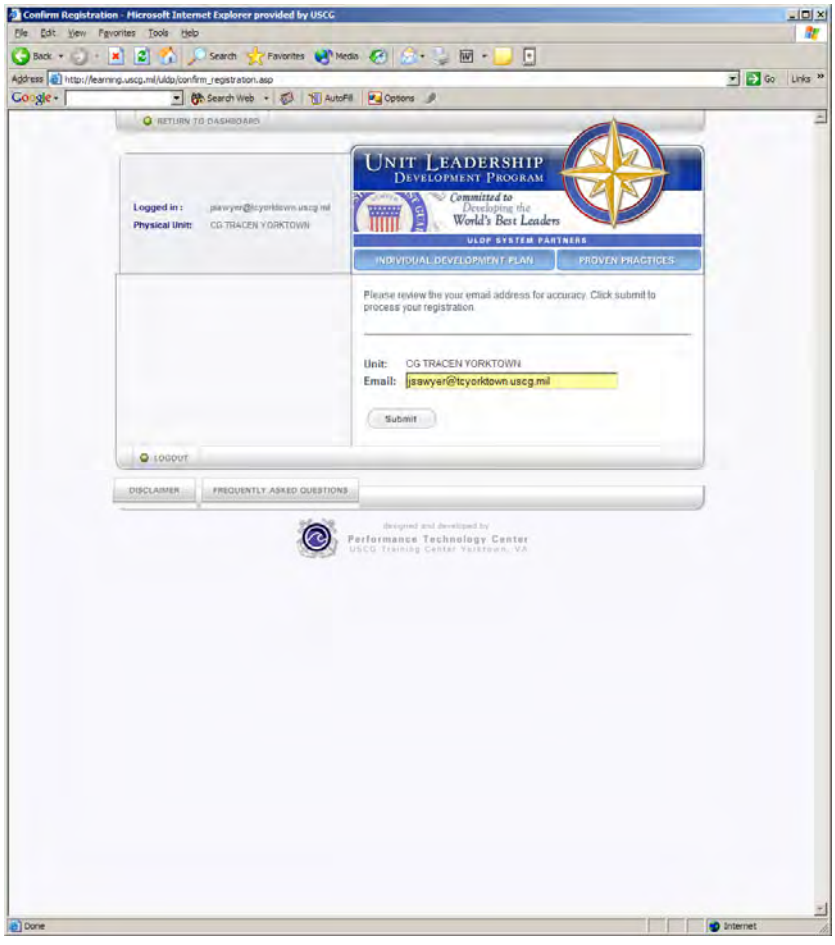
You'll come to a screen that asks, "Is this your unit?" It will also list the Workgroups already created if there are any. Click "Yes".



Appendix T (Cont)

You'll see a screen that states, "Type your email address below and click submit. Your email address will be your logon to access the ULP Dashboard." In the box, type your complete email address (e.g., jgarcia@comdt.uscg.mil) and click "Submit"

You'll see a confirmation area. Click "Submit"



Please refer to the document, "Registering as a POC" on the ULDP homepage:
http://learning.uscg.mil/uldp/ulpresources/RegisteringPOC.doc

Appendix S

ULDP Frequently Asked Questions:

(As Posted on the ULDP homepage)

Assessment: How do I send out a new assessment?

1) Login to the dashboard and click the green button on the right "Generate New Assessment".
2) There should appear a new window, enter an assessment title of your choice, and enter the target population you will send out the assessment via e-mail to.

We recommend assessments for no less that 10 people in an assessment group. The numbers you enter here are only an indicator of the completion rate of the assessment--they do not figure into the statistical calculations. The POC will receive an e-mail with the assessment link information to forward to all people in the group being surveyed.

Assessment: If I change the number of unit people that will take the assessment (to increase or decrease the count) will I have to have everyone retake the survey??

No, everyone will not have to retake the survey. If you add to increase the "assessment count" (before or after initial deployment), just send the assessment link e-mail to those additional people you want to include on that assessment. The number you enter for each assessment is just an indicator on the dashboard for completion status. If you want to decrease the "assessment count" you can just send out the assessment link to the new number of people. If you have sent out the assessment link to a larger number of people and then decide to decrease it, just start a new survey, and send out an outlook action to recall the original assessment survey link through the e-mail system.

Appendix U (Cont.)

Assessment : How can I retrieve the link to mail out the assessment?

1) Login to the dashboard.
2) Under the frame “Active Assessments” (on right), choose the assessment you want to access from the “drop down menu” (the page will automatically refresh).
3) Under the assessment bar is a function “e-mail me the link for this assessment”, Click and you should have a screen informing you that the assessment link has been forwarded to your e-mail account.

Assessment editing: How do I edit the title and number of people taking the assessment?

POC's now can edit the title and the number of people the assessment will be sent out to. Follow these simple steps:
1) Login to the dashboard.
2) Under the frame "Active Assessment" (on right), choose the assessment you wish to make changes to from the "the drop down box". (the page will refresh).
3) Below the tile of the assessment is an "edit assessment" function, click on the "edit assessment", make changes, and click to"Submit".
4) Next on the top left Internet Explorer Browser is a button with two green arrows (refresh button), Click, and your updates should show on the page.

Coach: After selecting three coaches, how long does it take to have one assigned?

The coach module is not completed yet. In a future update this selection process will be totally electronic. We apologize for the inconvenience. Please review the list of coaches and send an e-mail to one in your district or at the LDC National level to set up a good time to call on the phone to get the process started.

E-mail address Updating: How do I update my e-mail address ?

In the feedback mechanism block on the bottom left of front page, Click on "I need help" from the drop down menu, then enter your new: e-mail address in the comment/suggestion field, and in the e-mail required block put in your old e-mail address.

Appendix U (Cont.)

Guest / Non-POC Resource Access: How can I access the resources if I am not a unit POC?

You can click on the "Open Access to Resources" button in the top left corner of the ULDP Home Page. If you are not a POC there are some resources that will not be available for you to view. Type this URL into your browser: http://learning.uscg.mil/uldp/guest_summary.asp. Items that require ordering will not be available for guest viewing. Please contact your unit POC to access these items. It is possible that your unit POC may have already obtained copies of these resources.

Passcode: Can I change the automatically generated password?

Unfortunately, the pass code at this time cannot be changed by the user. The automatically generated pass code should be five digits long containing all alphabet characters. If you receive a pass code that is not 5 digits long, contact the ULDP Administrator at for assistance. A request will be passed on to the ULDP server team to make changes and provide a 5 digit pass code via e-mail. The request may take several days to complete.

POC: Who can be a unit POC?

The Unit CO, OIC, or Department Supervisor designates the POC. The POC is normally the Training Officer, Training Petty Officer, or other high performing member of the unit committed to leadership development!

POC: What does a unit POC do?

The Unit POC is responsible for the following:
1) Registering the Unit into the ULDP
2) Obtaining the assessment link and forwarding (e-mailing) it to the members of the unit.
3) Serving as the initial liaison with the ULDP Coach
4) Assisting the unit in reviewing the results of the assessment and selecting appropriate training resources.
5) The POC will also assist in introducing the members of the unit to the ULDP and the resources available to all individuals (Active, Reserve, Civilian, and Auxiliary) of the Coast Guard.

Appendix U (Cont.)

POC: Will my unit's boss be able to see my data?

Not unless you show it to him or her. The data produced by the ULDP Assessment can only be viewed via the unit POC Logon. The data is meant to help units determine which leadership development resources are most appropriate for their unit. The data is NOT meant as a report card for unit leadership performance.

POC: What's so special about the ULDP Assessment? It looks like just another survey.

We recognize that as a Coast Guard member you are asked to complete a fair amount of surveys. The reason the ULDP Assessment is an important way to begin your Unit Leadership Development Program is because this short assessment is specifically designed to provide feedback based upon the Coast Guard's Leadership Competencies. The information about how your unit is doing with respect to the Leadership Competencies will help you tailor your Unit Leadership Development Program.

POC: How can I e-mail my assessment results to my crew?

Follow these simple steps:
1) Unit POC Logon to ULDP dashboard.
2) Go to Unit Dashboard and click on "View Results"
3) On the Internet Explorer Menu Bar, choose File, Print
4) When prompted which printer to use, choose the Acrobat PDF Writer icon
5) Save the file
6) Email the PDF file as an attachment to your crew

POC: How to register in the ULDP?

There have been some changes to the registration process. When you self register you will only be entering your "home command". After you login to the dashboard, you can enter/edit your division, branch, department, shop, or name of your choosing through the "Displaying Workgroups" function and the "edit workgroup profile" (name and tier level), or for a new workgroup "Create a Workgroup" function.

It is suggesed that you print the document on the front page "Registering as a POC". The document provides step-by-step instructions on setting up the POC account, workgroup (unit), and assessment(s).

Appendix U (Cont.)

Follow the following registration process:
1) On the front page, on the left hand side is a green button "Click here to register as a POC".
2) Follow instructions for "Identify Your Home unit" enter either city or state, select your "home command", then Click "Submit".
3) If available workgroups will appear, the system will prompt you "Is this your unit?", click on "Yes" (or Search again to find the correct unit).
4) Then follow the remaining prompts, enter your uscg .mil e-mail address.

You will receive login information/password through the e-mail address entered. NOTE: The system will only allow self registration of a valid .mil e-mail address. AUX people contact your DSO-MT through your chain of command for information on the program.

POC: I tried to register as a POC, but I couldn't find my home unit on the list?

Contact the ULDP Administrator at CGA-PF-ULDPHelpdesk@.uscg.mil, or submit feedback via the feedback block on the ULDP homepage.

Note: USCG Sectors table for the DB is still in development. It is suggested that POC's choose one of the previous units. Once the upgrade is completed, we will manually update the system to ensure assessments are available to the POC's.

POC: Workgroup Creation: How do I create a workgroup for my entire unit, division, branch, department or shop?

POC's can create a new Workgroup Title and Workgroup Tier they are assigned to.
1) Login to the dashboard.
2) Under the frame "Active Assessment" (on right) down towards the bottom is a "Create a Workgroup" function, Click on this function.
3) The window "Add a Workgroup to.."appears, Follow the registration process for the 3 steps to create a new workgroup for your unit.

A Workgroup is a custom defined group attached to a unit by a POC. Groups can correlate with existing unit structures, or be created for entirely new groups. A workgroup may be as large as the entire unit or as small as required for an assessment group. It is recommended that workgroups be created for ten or more assessment takers.

Appendix U (Cont.)

POC: How to see workgroups already created in your home command?

POC's can see Workgroups created under their home command.
1) Login to the dashboard.
2) Under the frame "Active Assessment" (on right) under "Display Workgroups/Assessments ", Click on link.
3) A listing of all workgroups for the home command will be listed. The present POC for the workgroup will be listed. Click on their name to send an e-mail to request you be added to the listing.

POC's who are leaving the unit should ensure a smooth transition for the unit by contacting the CO/XO to add another POC prior to their departure. The POC then would add them as an alternate POC. See POC adding an Alternate for step-by step instructions.

POC Adding an Alternate: How do I add alternate POC's to my workgroup designation?

There can be more than one POC to a workgroup.The POC may add alternate POC's by follow these instructions:
1) Ensure the person you want to add has already self registered to your top level command or unit.
2) Login to the dashboard.
3) Under the frame "Active Assessment (on right) under "Displaying Workgroups" is the function "edit workgroup profile", Click.
4) New window appears, mid way down is the function "add a user to this workgroup", click.
5) Mid way down is a list of people assigned to the unit. Click on the name you want to add as an alternate POC.
6) The name will be added to the " Users attached to this workgroup".
7) On the bottom of the window, Click on "Close this window and refresh the dashboard".

Appendix U (Cont.)

POC: Workgroup Editing the Title / Tier: How do I change my workgroup title?

POC's can edit the Workgroup Title and Workgroup Tier they are assigned to.
1) Login to the dashboard.
2) Under the frame "Active Assessment" (on right) under "Displaying Workgroups" is the function "edit workgroup profile", Click.
3) The window "Edit Workgroup Details..."appears, Click on the workgroup name or tier to edit it, and Click the "Submit Updates" button.

Suggestions: How do I submit a suggestion for the ULDP?

Use the feedback tool in the bottom left portion of the ULDP Home Page labeled "Contact Us / Feedback." You can submit suggestions for changes to the look and feel, content, or additions to the Menu of Resources.